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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Summary

In its report on its substantive session of 2012 (A/66/19), the Special Committee on Peacekeeping Operations made recommendations on peacekeeping in all its aspects and requested the Secretary-General to report on their implementation in advance of its substantive session of 2013. The present report reviews the implementation of those recommendations and provides an overview of recent operational developments and their implications for evolving policy and reforms relating to United Nations peacekeeping.

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I. Introduction

1. The first peacekeeping operation was established 64 years ago. Since 1948, there have been 67 operations on five continents, of which 16 remain deployed. Current peacekeeping operations span Chapters VI, VII and VIII of the Charter of the United Nations and support the deployment of 119,000 peacekeeping personnel in the field.

2. In peacekeeping, one size does not fit all. Missions have evolved as the nature of conflict itself has changed over the past decades. Operations today are more varied and complex than ever before, bringing together various configurations of civilians, troops and police under a unified leadership. Some missions are multidimensional, with an evolving mix of military, police and civilians supporting peacebuilding, protection of civilians and other transitional tasks. Other missions deploy troops along borders as a buffer. Still others have been deployed with unarmed observers to observe a ceasefire or a separation of forces, as was the case with the United Nations Supervision Mission in the Syrian Arab Republic (UNSMIS), deployed in 2012 at record speed and with the strong support of Member States. The diverse configurations and tasks of these missions attest to the flexible nature of this indispensable political and operational tool.

II. Key operational developments in 2012

3. Developments in 2012 demonstrated that United Nations peacekeeping remains one of the Organization's most visible and vital activities. Peacekeeping operations faced, and will continue to face, demanding challenges in often volatile environments.

4. Two years after South Sudan gained independence, the Sudan and South Sudan have made some progress in resolving the outstanding issues between them. On 27 September 2012, in Addis Ababa, the two countries signed a series of agreements on oil and related economic matters, banking, trade, arrears, the status of nationals of one State residing in the other, border issues (including demarcation), border security arrangements and overall cooperation between them. The issues of the final status of the Abyei Area and the disputed and claimed border areas remain unresolved, however. Accordingly, the United Nations Interim Security Force for Abyei continued to maintain security in the Abyei Area and support the implementation of the Agreement between the Government of the Sudan and the Sudan People's Liberation Movement on Temporary Arrangements for the Administration and Security of the Abyei Area of 20 June 2011. It also established initial operating capacity to support the Joint Border Verification and Monitoring Mechanism between the Sudan and South Sudan. Concurrently, the United Nations Mission in South Sudan continued to focus on democratic transformation, protection of civilians, conflict prevention and capacity-building in South Sudan.

5. In Darfur, sporadic ethnic and tribal conflicts and clashes between rebel groups and Government forces continue. Banditry and restlessness among militia formerly supportive of the Government will probably continue to pose security threats. Progress has been slow in the implementation of the Doha Document for Peace in Darfur. The African Union-United Nations Hybrid Operation in Darfur will continue to focus on the protection of civilians through the implementation of an early

warning and response system and the increased presence of military and police units in high-risk areas, while also supporting the implementation of the framework for African Union and United Nations facilitation of the Darfur peace process and facilitating the work of the United Nations agencies, funds and programmes, among its other mandated tasks. The capacity of the Operation to successfully carry out those tasks may continue to be hampered by restrictions such as the denial of entry visas and interference with the free movement of United Nations peacekeepers within its area of operations. Changes in the security situation since its initial deployment in 2008 have allowed some rightsizing in the Operation through reductions in its military and police components. These planned reductions are scheduled to take effect in the military components by 1 July 2013 and the police component by 31 January 2014.

6. In the eastern Democratic Republic of the Congo, the security situation remains volatile. The situation has significantly deteriorated, with an armed mutiny of former Congolese soldiers spawning a new and dangerous faction, the Mouvement du 23 mars. The mutiny and the ensuing violence have taken a heavy toll on the civilian population, already suffering from the activities of other armed groups, including the Forces démocratiques de libération du Rwanda, the Lord's Resistance Army and the Allied Democratic Forces. Countries of the region, under the auspices of the International Conference on the Great Lakes Region, have proposed arrangements to tackle the situation, including a border monitoring mechanism and a neutral international force. While working with the International Conference, the primary focus of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo will remain the protection of civilians, through the completion of military operations in the Kivus and Orientale Province, and strengthening the capacity of the Government to protect its population, through the establishment of credible and reliable security forces and the consolidation of State authority throughout the territory. The Security Council, in its resolution 2076 (2012), requested the Secretary-General to report on options for possible redeployments of the Mission's contingents and additional force multipliers to improve its ability to implement its mandate.

7. While significant, the gains achieved in West Africa are extremely fragile and susceptible to reversal. In Côte d'Ivoire, progress has been made in restoring normalcy since the violent post-election crisis of 2010/11, including the launch of a disarmament, demobilization and reintegration pilot operation that involved 1,500 combatants as at the end of November 2012. Nevertheless, the security situation in the country remains fragile and has deteriorated over the past months. For example, because the national security institutions have limited capacity, irregular armed groups cross the border with Liberia and prey on unprotected civilians, thereby contributing to the instability in the border areas. Further progress in the disarmament, demobilization and reintegration of former combatants needs to be pursued urgently, as does the reform of security institutions. To take on these challenges, the Security Council, in its resolution 2062 (2012), decided that the protection of civilians would remain the priority for the United Nations Operation in Côte d'Ivoire (UNOCI) and that UNOCI would put added focus on supporting the Government on disarmament, demobilization and reintegration and security sector reform. Accordingly, UNOCI will continue to support national efforts to stabilize the security situation, monitor and deter the activities of militias, mercenaries and other illegal armed groups, tackle cross-border security challenges, including cross-

border movements of armed groups and weapons, and continue efforts aimed at further developing the national security architecture. Following the killing of seven UNOCI peacekeepers on 8 June in Para in western Côte d'Ivoire and the continuing attacks on the Ivorian side of the border, resulting in the deaths of civilians and security personnel, UNOCI and the United Nations Mission in Liberia have increased inter-mission cooperation arrangements.

8. In Liberia, progress in the consolidation of peace has allowed the Organization to proceed with the reduction of the Mission's military component by approximately 4,200 troops, to take place in three phases between August 2012 and July 2015, while adding three formed police units to the police component. Efforts have continued to support the Government in building national institutions able to maintain stability independently of a peacekeeping mission. The Mission will support the people and Government of Liberia to take forward national reconciliation, constitutional reform and security sector reform, in addition to building the capacity of the national police and assisting in extending State authority and services nationwide.

9. Mali is currently facing an extremely grave political, security and humanitarian crisis, threatening not only its population but also the stability of the entire Sahel. Since the adoption by the Security Council of resolution 2071 (2012), a multi-pronged approach to the resolution of the crisis has been pursued, in partnership with the Malian authorities, the Economic Community of West African States, the African Union, the United Nations and other key stakeholders. As part of an interdepartmental effort, the support of the Department of Peacekeeping Operations and the Department of Field Support in this approach, in particular regarding its security aspects, will probably be needed, subject to authorization by the Council.

10. In Haiti, some progress has been made towards strengthening the country's democratic and rule of law institutions and in the overall maintenance of security nationwide, again allowing for a careful and responsible handover of responsibility for security from military personnel to formed police units and ultimately to the Haitian national police. Accordingly, in 2013/14, the United Nations Stabilization Mission in Haiti will decrease operational police support and concentrate on the development of the Haitian national police. It will also focus on supporting the consolidation of political stability, fostering accountability and oversight mechanisms for the functioning of rule of law institutions and good governance and developing a conditions-based plan for handing over responsibility for stability to the Haitian authorities.

11. In Kosovo, the evolving nature of the political and operational environment will continue to inform the priorities of the United Nations Interim Administration Mission in Kosovo. The Mission will continue to play a political role, facilitating the peaceful resolution of disputes, especially in the north. It will also continue to seek to improve coordination and cooperation with the European Union Rule of Law Mission in Kosovo, the International Security Force in Kosovo and the Organization for Security and Cooperation in Europe to achieve common objectives, while acknowledging differences in operational roles and mandates.

12. In Western Sahara, the United Nations Mission for the Referendum in Western Sahara will continue to serve as an instrument of stability in the event that the political stalemate continues, as a mechanism to support the implementation of

successive Security Council resolutions relating to the mandate of the Mission and to provide independent information on conditions on the ground to the Secretariat, the Council and the international community. In Cyprus, the United Nations Peacekeeping Force in Cyprus will continue to carry out operations designed to prevent a recurrence of fighting, contribute to the restoration and maintenance of law and order and return to normalcy and maintain a peaceful environment for settlement negotiations.

13. In Somalia, the United Nations continues to support the new Government that established itself in 2012 at the end of an eight-year transitional period by focusing its efforts on security, peacebuilding and planning for a constitutional referendum and democratic elections by 2016. At the same time, the Department of Peacekeeping Operations and the Department of Field Support will continue to provide essential support to the African Union Mission in Somalia (AMISOM), the expansion of which has progressed well. AMISOM has made significant progress in dislodging Al-Shabaab from key locations in southern and central Somalia. While active military operations will probably continue for at least one more year, in 2013/14 the African Union is expected to place greater emphasis on maintaining public safety and security in recovered areas and on developing Somali security institutions.

14. In the Middle East, the situation in the Syrian Arab Republic will probably remain a major factor of volatility and uncertainty throughout the region. UNSMIS withdrew in August because armed hostilities had restricted its ability to implement its mandate. Counselling support was offered to personnel, including to former UNSMIS uniformed personnel, following this deterioration in security conditions through a collaborative outreach effort with troop-contributing countries. The impact of the conflict will continue to be felt in neighbouring countries, including Lebanon, but has not yet had a direct effect on the United Nations Interim Force in Lebanon. The situation in the Force's area of operations, including along the Blue Line, remains generally quiet. The Force has, however, in close coordination with the Lebanese armed forces, enhanced its operational activities to maintain security and stability in its area of operations, following the recent temporary redeployment of some Lebanese armed forces units north of the Litani River owing to multiple security responsibilities elsewhere in the country. The ability of the United Nations Disengagement Observer Force to implement its mandate has been affected by the spread of fighting to the area of separation, which could jeopardize the Agreement on Disengagement between Israeli and Syrian Forces and the safety and security of personnel. The United Nations Truce Supervision Organization will continue its regional liaison functions and deploy observers to the United Nations Interim Force in Lebanon and the United Nations Disengagement Observer Force to support the implementation of their respective mandates.

III. United Nations peacekeeping and its global partnership

15. United Nations peacekeeping is an undertaking that reflects the collective will of the international community to respond to threats to international peace and security. Its success therefore depends on the unified support and contributions of the international community as a whole. The universal nature of the United Nations also contributes strongly to its global legitimacy and reach.

16. United Nations peacekeeping remains a cost-effective and unique arrangement for burden-sharing and collective action that is deeply reliant on global partnership and unified political support. The Special Committee on Peacekeeping Operations has a critical role in strengthening and improving peacekeeping, in particular as a forum that brings together a diverse set of stakeholders. As argued in the report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809), a unified Security Council producing coherent and achievable mandates is also vital for United Nations peacekeeping. Similarly, troop reimbursement and related issues such as operational readiness and force generation are at the heart of the peacekeeping partnership and, for that reason, timely consideration of the recommendations of the Senior Advisory Group will be important for this global partnership.

17. The 116 countries currently providing uniformed personnel to the 16 missions are key stakeholders. The Secretariat has worked to strengthen strategic engagement with current contributors and to expand the base of countries contributing military and police personnel. Troop- and police-contributing countries have regularly stressed the need for their close engagement in all aspects of peacekeeping. In response, the Secretariat has established a regular process of briefing those countries in connection with technical assessment missions and mandate renewals as part of triangular cooperation with the Secretariat, troop- and police-contributing countries and the Security Council.

18. As the above summary suggests, United Nations peacekeeping operations continue to encounter significant political and operational challenges that will require the concerted support of and engagement by the international community. The responses to those challenges will require that peacekeeping operations be appropriately and clearly mandated. It will require that they be adequately resourced, in particular with regard to the capabilities needed to ensure effective performance and the fulfilment of the mandates set by the Security Council in an evolving context. It will require enhanced cooperation among all stakeholders and concerted efforts with partners, including by focusing mandates on core issues directly relating to sustainable peace and security and ensuring optimal burden-sharing with, among others, regional and subregional organizations. Lastly, it will require the United Nations to be proactive in planning for a range of contingencies so that it may engage rapidly and effectively, as required by the Council.

IV. Delivering on mandated roles

19. The strategic context of each peacekeeping operation is dynamic. Accordingly, the regular review of mandates by the Security Council should afford an opportunity to ensure that mandates evolve in line with this reality. In supporting decision-making in the Council, the Secretariat must adhere to the tenet set down by the Panel on United Nations Peace Operations in 2000 to provide detailed, accurate and timely information to the Council, and all interested Member States, reflecting what, in its best judgement, the Council needs to know — rather than what it may want to hear. In turn, it is vital for the success of United Nations operations that the mandates authorized be clear and achievable.

20. In this spirit, periodic reviews of peacekeeping operations should be undertaken at least once every two years. These periodic reviews will help to ensure that the United Nations has the correct mix of skills and capabilities to match

evolving mandates and changing requirements on the ground. Each mission must be examined on its merits. Where circumstances dictate, additional resources and capabilities required to succeed will be requested. Where resources are in excess, adjustments will be proposed accordingly. In the same vein, over the past year, the Department of Peacekeeping Operations has reviewed uniformed personnel in several missions, resulting in their rightsizing. At the request of the General Assembly, the Department of Field Support is currently reviewing civilian personnel.

21. In addition to those efforts to align mandates and resources with the evolving situation on the ground, the Secretariat has been working, in close consultation with the Special Committee on Peacekeeping Operations and other stakeholders, to better define and ensure a shared understanding of the critical roles mandated to peacekeeping operations. It is particularly important to have a shared understanding of the role of peacekeeping among the broad array of national and international actors in a post-conflict setting. Two key examples relate to the roles of peacekeepers in protection of civilians and in peacebuilding, which were both identified in the New Horizon non-paper published in 2009.

Protection of civilians mandates

22. The Secretariat has continued to focus on supporting the capacity of missions mandated to protect civilians so that they can effectively implement their mandates. Central to that effort has been the implementation of specific training. This includes the development of mission-specific, tactical-level predeployment training modules with scenario-based exercises adapted to missions with a mandate to protect civilians, aimed at providing practical training to police, military and civilian components on implementing civilian protection activities. In addition to their intended use for predeployment training purposes, these mission-specific modules have also been used for in-mission training in one mission, UNOCI. Furthermore, the operational-level civilian protection modules have been used to train personnel from troop- and police-contributing countries in peacekeeping training centres.

23. Efforts have also focused on supporting missions in the development and/or revision of comprehensive strategies to protect civilians. These strategies draw on tools previously developed, including the Framework for Drafting Comprehensive Protection of Civilians Strategies and the Protection of Civilians Resource and Capability Matrix, which is aimed at assisting missions in matching resources and capabilities with the activities that they may wish to carry out in support of their mandates to protect civilians.

24. Mindful that protecting civilians is not limited to the military but rather is a whole-of-mission effort, the Department of Peacekeeping Operations and the Department of Field Support will perform a comparative study of the coordination of the implementation of mandates to protect civilians. This study, to be launched early in 2013, will examine the eight missions with civilian protection mandates.

25. A growing area of work in 2013 will be to examine how United Nations peacekeeping can better assist host Governments in discharging their primary responsibility to protect civilians. A series of round-table discussions will be held with key stakeholders, including internal Department of Peacekeeping Operations stakeholders, other United Nations partners, troop- and police-contributing countries and experts, in 2013, with the first planned for the first quarter of 2013.

26. In peacekeeping missions, it is essential that work continue to mainstream gender, strengthen the protection and promotion of the rights of women and girls and tackle sexual violence in conflict. Child protection is also a critical area in which strategic advice and training is needed to ensure that all components of the mission are well informed and well positioned to prevent and respond to grave violations against children.

Peacebuilding mandates

27. Efforts to build sustainable peace in a country emerging from conflict require concerted action by a wide range of interested stakeholders. The Special Committee has noted the important role that peacekeeping missions play in peacebuilding, both in supporting critical tasks and in enabling others, by supporting countries in developing critical peacebuilding priorities and strategies, by helping to create an enabling environment in which national and international actors can undertake these efforts and by implementing some early peacebuilding tasks themselves. The Committee also noted the paper prepared by the Department of Peacekeeping Operations and the Department of Field Support on the role of peacekeepers in early peacebuilding and stressed the need for close coordination among peacekeeping missions, United Nations country teams and other development actors. As set out in the report of the Secretary-General on peacebuilding in the aftermath of conflict (A/67/499-S/2012/746), further progress has been made towards more effective integration.

28. In the same report, the Secretary-General identified inclusivity and institution-building as critical in preventing relapse into violent conflict and producing more resilient States and societies. Peacekeeping missions play a critical role in both respects by promoting and facilitating inclusion and supporting national institution-building in countries such as Haiti, Liberia, South Sudan and Timor-Leste. When countries hosting peacekeeping operations come on the agenda of the Peacebuilding Commission, it is important that a system-wide approach be supported and enriched by this engagement. Liberia is the first such example and the United Nations is learning lessons from this continuing collective effort.

29. In that report, the Secretary-General also emphasized that there was a need to ensure sustained international support and mutual accountability. This holds particularly true during the period of transition as a peacekeeping operation draws down and hands over its responsibility to national or international partners, which is of vital importance. Decisions must be carefully planned and consultations must be held. This process requires sustained international support and the international community needs to be mindful of the collective impact of these decisions on countries working to consolidate peace. To this end, the Department of Peacekeeping Operations and the Department of Field Support were involved in the development of an Organization-wide policy on transitions in the context of mission drawdown and withdrawal, which was informed by extensive lessons learned and good practices acquired from past and present transitions such as in Burundi, Liberia, Sierra Leone and Timor-Leste. It outlines key principles that should apply to all transitions, taking account of the particular circumstances of a country — national ownership and national capacity development, flexible and integrated planning and communication — and clarifies the roles and responsibilities of the various United Nations actors, both at Headquarters and in the field. Individual

United Nations partners are complementing this effort through the development of entity-specific guidance and generation of lessons learned in their mandated areas.

V. Capabilities and performance

A. Military and police capacity

30. With regard to military and police capacity, the Organization is continuing its work, with troop- and police-contributing countries, to place effectiveness and performance at the heart of peacekeeping operations through a capability-driven approach. This is a shared endeavour, which must have at its heart the goal of ensuring that United Nations personnel are ready, able and equipped to meet the demanding mandates that they face. An overarching quality assurance framework, supported by standards, guidance and training, is a means to improve effectiveness and performance while enhancing safety and security. Under this broad performance framework, the Organization has specific initiatives to ensure a practical and field-oriented approach.

31. The United Nations has developed three sets of initial standards: on medical support, staff officer training and infantry battalions. An infantry battalion manual was completed in 2012 and has been shared with Member States and partner regional organizations, among others. A number of troop-contributing countries are currently piloting its use during the predeployment preparation of their battalions. Capability standards for other military contributions will be required and the Secretariat is considering options to develop these standards in consultation with Member States.

32. The Organization is developing a strategic guidance framework for policing to ensure more consistent and standardized United Nations approaches to the provision of public safety, police reform and support to host-State police and other law enforcement agencies.

33. The timely recruitment of appropriately skilled police personnel remains a challenge, in particular because the development of host-State security institutions has become a vital component of several mission mandates. Missions therefore need the capacity not only to mentor and advise, but also to provide specialized support for host-State police services in all areas of their work. Standardized job descriptions, systematic mapping of skills gaps in missions and the establishment of a police human resource database form part of this effort. Attracting police expertise with the required language skills remains a challenge. While fruitful cooperation with the International Organization of la Francophonie continues in this regard, additional support from Member States is needed. The global effort to increase female officers has led to an increase from 6.6 per cent in January 2010 to almost 10 per cent in October 2012.

34. The Organization is working closely with Member States to bolster mechanisms for operational readiness assurance with a focus on the evaluation of deployed uniformed personnel. In addition, it is hoped that the General Assembly will support the Secretary-General's proposal to put in place a Director-level post to evaluate field uniformed personnel to support the Secretariat and Member States through monitoring and analysis of the efficiency, effectiveness and utilization of the military components and formed police units of field missions.

35. In the area of training, the Organization is developing mission-specific training and scenario-based exercises designed for use by Member States before deployment and for in-mission use. These materials are intended to train decision makers and staff and are aimed at units and individually deployed personnel. A package of new mission-specific training materials for United Nations infantry battalions on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the African Union-United Nations Hybrid Operation in Darfur and the United Nations Mission in South Sudan has been recently approved and disseminated. The Organization has already made a significant step forward with the issuance of revised guidance on predeployment testing and assessment of United Nations police, which was developed in close consultation with Member States. It has provided training for 158 Member States to improve the operational readiness of formed police units. Lastly, initial feedback has been positive on the new intensive orientation course for heads of military components.

36. As part of a capability-driven approach, the Secretariat is considering the introduction of contemporary technologies in support of the implementation of peacekeeping mandates. In this context, the Department of Peacekeeping Operations is contemplating the use, on a trial basis, of unmanned aerial systems by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and UNOCI to support the implementation of their mandates, enhance their capacities for early warning, situational awareness, force protection and staff security and reduce their dependency on helicopters for reconnaissance missions. Such technology will be used only with the agreement of the host countries and in consultation with all countries concerned. A full briefing will be provided to the Special Committee before its substantive session.

37. In addition to this broad effectiveness and performance agenda, United Nations peacekeepers continue to require the critical force enablers and multipliers and enabling capacities that provide missions with the necessary mobility and rapid reaction capacity. With the encouragement of the Special Committee, joint efforts by the Department of Peacekeeping Operations and the Department of Field Support have helped to improve the incentives for contributor countries to fill these gaps, significantly reduced the shortfall in military helicopters and improved processes for reimbursement of the services provided. In 2012, more than 40 Member States were approached to provide the required helicopter capabilities authorized by the Security Council in its resolution 1769 (2007). A total of 14 additional helicopters were deployed by six troop-contributing countries over the past 10 months. Three additional contributions are in process. At the same time, United Nations efforts continue to ensure the serviceability of equipment and identify sources of additional aviation assets, engineering contingents, medical specialists and transnational organized crime and other specialized police teams.

38. The Organization has also expanded its use of inter-mission cooperation, which allows it to craft regional approaches to regional issues, such as combating the Lord's Resistance Army. It also allows the Organization to optimize the use of scarce military assets, as in the case of a tactical aviation unit used by both UNOCI and the United Nations Mission in Liberia. As a short-term arrangement, it allows the Organization temporarily to alleviate, in times of crisis, the impact of critical gaps, such as the military helicopters gap in the United Nations Mission in South Sudan. It also allows the Organization to provide rapid surge capacity to missions either in times of crisis, as was the case with UNOCI, or at start-up, as was the case

with the United Nations Interim Security Force for Abyei and UNSMIS. The Secretary-General expresses gratitude and appreciation to those troop- and police-contributing countries that consented to the swift redeployment of their personnel or assets. They have helped to protect and save the lives of many civilians.

39. There should be no attempt to solve long-term problems with short-term measures. When used as a short-term, stop-gap measure, however, inter-mission cooperation can provide a timely response for critically needed capacity. The Secretary-General looks forward to working with the Special Committee towards further strengthening inter-mission cooperation.

B. Civilian capacity

40. Strengthening the performance and structures of police, justice and corrections institutions, conducting disarmament, demobilization and reintegration operations and supporting national security sector reform efforts are priorities, given that these areas are vital to consolidating peace. Mine action has long been recognized as a way of building peace and confidence in post-conflict peacekeeping settings. The protection of civilians and of United Nations personnel and assets increasingly relies on effective responses to the threat of new types of explosive weapons, such as improvised explosive devices. This will be reflected in the new strategy for the United Nations in mine action to be launched in 2013. All these are areas in which the Organization needs specialized and deployable capacity able to tailor efforts to the unique demands of each country.

41. The provision of support to rule of law and security institutions is an area of growing demand. To enhance the capacity of judicial affairs and corrections officers in the field, the Department of Peacekeeping Operations continues to develop a growing body of policy and guidance materials, many of which are useful not only for the peacekeeping context but also for the entire United Nations system. These include the first United Nations training course focusing on the rule of law, a handbook for judicial affairs officers in peacekeeping operations and a guidance manual on prison security. Furthermore, for the first time, a set of system-wide strategic guidance notes on security sector reform has been developed by the inter-agency Security Sector Reform Task Force.

42. In line with the recommendations contained in the report of the Secretary-General on civilian capacity in the aftermath of conflict (A/66/311-S/2011/527), the Department has over the past years expanded partnerships with Governments, in particular from the Global South, to tap into the expertise available in Government services. As part of this effort, it is facilitating the deployment of an increasing number of judges, prosecutors, military justice experts, investigators and corrections officers. Partner Governments provide personnel, often from the region, to assist and advise their peers in post-conflict settings to reform and strengthen rule of law institutions.

43. The Department and the United Nations Development Programme are consolidating their expertise in police, justice and corrections and co-locating some existing capacity as part of the joint global focal point arrangement for police, justice and corrections areas in the rule of law in post-conflict and other crisis situations. This innovative arrangement aims to help to improve the support provided by Headquarters in response to requests from the field and serves as an

entry point for missions and Member States seeking advice, specialist support and guidance. The success of this effort will depend on the availability of adequate resources. The support of Member States in very practical ways is encouraged.

44. Following the landmark human resources management reforms approved by the General Assembly in its resolutions 63/250 and 65/247, the Organization continues to steadily improve its ability to attract and retain qualified civilian specialists for assignment to peacekeeping operations worldwide. There has been progress towards a global, dynamic and adaptable workforce, including the implementation of continuing contracts. The average vacancy rate for international posts throughout all field missions stood at 16.1 per cent as at 30 June 2012, down from the high-water mark of 33.8 per cent in January 2008. The turnover rate for internationally recruited staff members has continued its pattern of steady decrease. The average turnover rate for the 12-month period ending on 30 June 2012 was 8.4 per cent, which was 2.8 per cent lower than in 2011.

45. In addition to the steady decrease in the vacancy and turnover rates that reflects the sustained return on the investment that Member States have made in human resources management reforms, the Department of Field Support continues to make significant steps to improve the use of rosters. As at 1 July 2012, 12,055 candidates endorsed by the field central review bodies had been placed on a roster, some for more than one job function, and were available for immediate selection by hiring managers in the field missions. During the period 2013/14, the civilian staffing process will evolve as a result of changes in policies that govern staffing activities and the technological applications that support the process.

VI. Partnership

46. Partnership is a vital element of United Nations peacekeeping, in particular over the past decade as demands have grown in scope and complexity. Peacekeeping today takes place in a context that requires enhanced cooperation among all stakeholders and concerted efforts with partners, including by building further on past experiences, different competencies, capacities and comparative advantages and the complementarity of mandates, by ensuring optimal burden-sharing and use of available resources and by further anchoring cooperation in shared values and principles as provided for by the Charter.

47. The African Union and the regional economic communities, in particular, are vital strategic partners of the United Nations in all areas of cooperation in Africa. Indeed, regional and subregional organizations have a unique influence on, leverage over and access to crisis situations in their region. In Africa, integrating the strengths of the United Nations and the African Union has become an indispensable part of the international community's response to crises on the continent. It has proven essential for the United Nations to work in tandem with regional or subregional actors, at times in a lead role, in a supporting role, in a burden-sharing role, in sequential deployments and in joint operations.

48. The Organization's operational partnership with the African Union has evolved considerably and taken various forms. The joint/hybrid peacekeeping and mediation in Darfur, the logistical support to AMISOM and the cooperation on the Sudan and South Sudan and against the threat of the Lord's Resistance Army, in addition to the planning support for the deployment of an international military force in Mali, are

the most prominent. Each partnership has had its unique benefits and challenges and, with each endeavour, the cooperation has evolved, new lessons have been learned and new methodologies developed to maximize the Organization's efforts.

49. Meanwhile, the United Nations Office to the African Union continues to provide technical expertise for the development of the African Standby Force in accordance with the strategic plans of the African Union Commission. It also offers advice and assistance in overall planning and management of current operations, such as AMISOM and efforts to combat the Lord's Resistance Army, and of potential future operations, including in Mali. These activities are carried out as part of the Office's continuing efforts to help to build the capacity of the African Union Commission and the regional economic communities and regional mechanisms under the framework of the Ten-Year Capacity-Building Programme for the African Union.

50. The Organization will also continue to strengthen its partnership with the European Union, at the country level and through strategic initiatives and mechanisms such as the European Union action plan to enhance Common Security and Defence Policy support to United Nations peacekeeping, which was adopted by the States members of the European Union in June 2012, and the United Nations-European Union steering committee on crisis management, which meets twice a year, most recently in November 2012.

51. To better meet the peacekeeping challenges of today and tomorrow, the United Nations is also expanding its collaboration on peacekeeping with organizations such as the North Atlantic Treaty Organization and the Collective Security Treaty Organization, in addition to the regional economic communities. The United Nations will continue, with the support of the Special Committee, to further its partnership with regional organizations, including through the annual high-level meeting between the Secretary-General and regional organizations.

VII. Global field support strategy

52. Underpinning the global field support strategy is the proposition that through a global approach to support the Organization can achieve both better service delivery and greater efficiency. The regular consultations with the Special Committee during the elaboration and start-up of the strategy over the past two years have helped to ensure, in particular, that the strategy is responsive to the demands of its key clients.

53. In 2012, the United Nations has been able to draw on innovations to strengthen its support in Libya, Somalia, the Syrian Arab Republic and elsewhere. The Global Service Centre, which comprises the capabilities of the United Nations Logistics Base at Brindisi, Italy, and the United Nations Support Base at Valencia, Spain, has played a central role in responding to these operational demands. In Libya, for example, the Global Service Centre supported the start-up of the United Nations Support Mission in Libya, allowing the Special Representative of the Secretary-General for Libya and a small team to be operational in Tripoli within a few days of the adoption by the Security Council of resolution 2009 (2011) and saving the Organization some $1 million. In the Syrian Arab Republic, operational successes have been attributed to the effective leveraging of inter-mission cooperation with the United Nations Interim Force in Lebanon and the United Nations Disengagement Observer Force and, again, capacity in Brindisi. The rapid start-up of UNSMIS was facilitated by deployment of vehicles and communications support

from the Global Service Centre, allowing the Mission to achieve full operational capacity within one month.

54. In 2012, the United Nations Support Office for AMISOM (UNSOA) capitalized on the strategy modularization effort to support the deployment of African Union troops in Somalia. AMISOM troops were rapidly deployed to high-risk areas in three large pre-defined modular bases (one 1,000-person and two 850-person bases). The current focus of UNSOA is to construct three modularized logistics hubs in the three sectors of Baidoa, Beledweyne and Kismayo to support the expansion of AMISOM throughout southern and central Somalia. The Organization anticipates that further modularized battalion- and company-sized camps may be required in the next phase of AMISOM work.

55. With regard to the Regional Service Centre at Entebbe, Uganda, the current priority is to ensure that the model for regional centres, namely the Centre at Entebbe, realizes the vision of a truly integrated hub of transactional support. The Transportation and Movements Integrated Control Centre, created within the Regional Service Centre, integrates and optimizes transportation and movement services in Central and East Africa. It coordinates regional efforts for airfield infrastructure, including ground support equipment, leading to safe operations and quick turnarounds. It facilitates the reconfiguration and sharing of the regional air fleet and manages troop rotations for the missions, delivering savings in both of those areas while improving service. A direct benefit to troop-contributing countries has been more reactive and flexible scheduling of the newly established long-term charter aircraft. Current efforts within the Regional Service Centre are focused on successfully integrating the human resources and finance transaction functions transferred from client missions in the region. Workflows among staff in Entebbe are being integrated and streamlined — a process that will be affected by, and thus must anticipate, the impending roll-out of Umoja. The establishment of potential additional regional service centres will await the achievement of the end state in Entebbe and identification of lessons learned.

56. Lastly, the strategy will improve service owing to a clearer division of labour between Headquarters, the Global Service Centre, the Regional Service Centre and the missions. Before the strategy, operational, transactional and strategic functions were too often taking place alongside one another at all four levels of activity. This duplication of roles had to be replaced with a clear delineation of responsibilities and functions. Headquarters is now reprofiling to focus on engagement with Member States and institutional clients and partners, policy and strategic support to the field, with a reduced volume of transactional workload. This will enhance the ability of the Department of Field Support to provide useful strategic advice and practical templates, best practices and lessons learned to the field. The Global Service Centre is evolving to become the strong operational arm of the Department, the global supply chain operations manager and information technology hub for United Nations peace operations worldwide. The Regional Service Centre meanwhile carries out the lion's share of personnel and personnel administration transactions for its client missions. In the field, missions and their personnel must receive the high-quality support that they require to implement mandates effectively.

57. This division of labour is laid out in the strategy end-state vision, which will be articulated in further detail in the third progress report of the Secretary-General on the implementation of the strategy. To achieve the desired end state, close

cooperation among all partners and stakeholders will be vital. In this light, regular efforts to meet and update Member States on progress achieved and to benefit from their views and guidance will continue. Quarterly briefings to the Special Committee on the strategy in all its operational aspects resumed in November 2012 following the adoption of the Special Committee's annual report in September 2012.

VIII. Observations

58. Peacekeeping operations, by definition, must contend with extremely challenging political and security environments that evolve continually and sometimes, precipitously. Peacekeeping has shown itself to be an adaptable tool and the Organization must do all that it can to further strengthen this adaptability.

59. Peacekeeping operations must be flexible and nimble so that they can shift and respond to the situation on the ground, building and protecting fragile peace and contributing to the protection of civilians from imminent threat of physical violence. This requires that, throughout all areas and both at Headquarters and in the field, the United Nations continue to enhance peacekeeping capabilities. This means well-prepared and highly motivated personnel, the right equipment and resources, strong leadership and regular reviews to ensure that mandates and resources are aligned and in tune with the situation on the ground. This can be achieved only through a strong partnership between the Secretariat and Member States, in particular troop- and police-contributing countries.

60. The Department of Peacekeeping Operations and the Department of Field Support have been asked to ensure that peacekeeping missions are rightsized, which means that they should have the resources that they need and use them efficiently. The Organization will continue to monitor and assess its missions to ensure that they are appropriately structured and resourced. While the current trends in the field have allowed for reductions, new demands may well arise for peacekeeping and the United Nations must be ready, when called upon, to meet them with the necessary resources.

61. Similarly, the Organization must take all steps necessary to ensure that its peacekeepers are adequately trained, equipped and prepared to fulfil their mandated tasks with an assurance of consistently high levels of performance. They must also have access to appropriate technology that increases their situational awareness, enhances their effectiveness and improves their security.

62. The global field support strategy is yielding measurable gains for the timely deployment of the Organization's missions, service provision to personnel and efficient use of resources. The Special Committee is urged to continue its active and informed engagement in this effort to define and realize an end state that delivers strengthened field support to the missions.

63. If United Nations missions are to help to ensure that sustainable peace is achieved in the countries in which they are deployed, they must contribute effectively alongside other partners to longer-term peacebuilding goals. In particular, many missions are mandated to support the rule of law. There is a need to work to ensure that the Organization has access to the correct expertise, in particular in specialist police areas, and bring this expertise to bear as part of coherent and integrated planning.

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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see A/61/19/Rev.1, para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2012 substantive session (A/66/19). The matrix is supplemental to the report of the Secretary-General (A/67/632). A summary of each recommendation is given, as well as reference to the relevant paragraph in the report of the Special Committee.

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	Paragraph in A/66/19
I. Introduction	
A formal briefing will be provided during the substantive session of the Special Committee.	22
II. Restructuring of peacekeeping	
1. **The Special Committee, noting the increasing complexity of United Nations peacekeeping operations, urges the Secretariat to better develop strategic communication and operational-level public information activities to ensure continued support for United Nations peacekeeping and to better respond to public perceptions of peacekeeping's role and impact on the ground.**	34
In 2013, the Department of Peacekeeping Operations will provide training to five priority missions and support to all missions to develop stronger strategic communications and operational level public information activities. In addition, the Department will give strategic communications briefings to leadership training sessions, including: Force Commanders; media training in missions; and training to missions on enhancing the use of social media for rapid outreach and on linking social media to traditional media to more effectively communicate with host populations. To address international public perceptions of peacekeeping, the Department of Peacekeeping Operations will work with mission multimedia teams and the Department of Public Information to develop content for use on digital media platforms and for use in outreach events to show the beneficial impact of peacekeeping. The Department of Peacekeeping Operations will engage strategically with global media, as well as national media in host countries, to better explain the role, activities and impact of peacekeeping.	
III. Safety and security	
An informal briefing will be provided prior to the substantive session of the Special Committee.	35
An informal briefing will be provided prior to the substantive session of the Special Committee.	39
2. **The Special Committee recognizes the critical role that Joint Operations Centres and Joint Mission Analysis Centres play in enhancing the safety and security of peacekeepers. In this regard, the Special Committee requests the Secretariat to update on the impact of Joint Operations Centres and Joint Mission Analysis Centres on mission performance in advance of the 2013 regular session.**	40
Policies and guidelines for Joint Operations Centres and Joint Mission Analysis Centres were promulgated in January 2010. The Peacekeeping Situation Centre has provided technical guidance and support to a number of missions on the effective implementation of the policies, with a view to enhancing the impact of Joint Operations Centres and Joint Mission Analysis Centres on mission performance. An informal briefing will be provided prior to the substantive session of the Special Committee.	

	Paragraph in A/66/19
3. The Special Committee notes the progress made in the implementation of the Security Level System as part of the United Nations Security Risk Management model threat assessment. The Special Committee requests that threat assessments in the existing missions be provided on a regular basis during the scheduled meetings of the troop- and police-contributing countries. The Special Committee also requests an update on further implementation of this methodology, to be presented before its next substantive session. The Security Level System has been implemented in all Department of Peacekeeping Operations field missions and at Headquarters. Threat assessments using the system have been provided to the Military and Police Advisers Community, troop- and police-contributing countries, and on demand, to the Military Staff Committee. The methodology for integrating the Headquarters and field views into one is still ongoing. A briefing on progress in this direction is to be held on completion of the collation of field missions' inputs to the process. An informal briefing will be provided prior to the substantive session of the Special Committee.	41
4. The Special Committee reiterates its request to be fully informed of investigations in peacekeeping field missions, except for misconduct cases, where relevant memorandums of understanding will apply. The Special Committee requests the Secretariat to continue its efforts to improve the information of and communications with concerned Member States whenever there is an incident in a peacekeeping mission that negatively affects operational effectiveness or results in serious injury to or death of United Nations peacekeeping personnel, from the beginning to the conclusion of the investigation of the incident. The Special Committee urges that findings of boards of inquiry on serious injury or death be immediately communicated to the concerned Member States. The Special Committee notes the issuance of an internal guidance document entitled "The standard operating procedure: boards of inquiry 2011". The Special Committee requests that an assessment on the implementation be presented for its consideration before its next substantive session. Boards of inquiry reports are internal documents of the Organization. However, reports are made available to troop- or police-contributing countries upon request, particularly in cases that involve personnel who are nationals from the country requesting information and when information may have implications for that country's procedures, training or other actions. During the course of an internal evaluation of the Department of Peacekeeping Operations/Department of Field Support guidance development process, the standard operating procedure on boards of inquiry was considered as a case study by consultants from the Policy, Evaluation and Training Division. While the focus of the consultants was on the development process for the boards of inquiry standard operating procedure, based on interviews, compliance with the policy directive and standard operating procedure appears to be high. Boards of inquiry officers and legal advisers, the drafting office and the Board of Inquiry Unit in the Department of Field Support expressed satisfaction with the guidance documents. The consultants also identified some of the challenges surrounding its implementation: the paucity of able investigators in field missions, resulting in the delayed and poor quality preliminary investigation reports; and difficulty in identifying qualified Board members as well as lengthy review and coordination processes. These factors slow	42

		Paragraph in A/66/19
	down the submission of boards of inquiry reports to United Nations Headquarters. The Board of Inquiry Unit agrees with the conclusions of the case study and assists field missions in overcoming the identified issues. An informal briefing will be provided prior to the substantive session of the Special Committee.	
	An informal briefing will be provided prior to the substantive session of the Special Committee.	43
5.	**The Special Committee stresses that any information about an occurrence in the United Nations missions involving sickness, injury or death of a peacekeeper should be brought to the notice of the Permanent Mission of the concerned Member State in a detailed and timely manner. In this regard, the Secretariat is asked, upon the occurrence of the incident, to bring information to the notice of the concerned State as soon as possible.** In accordance with the standard operating procedures on the notification of casualties, the Situation Centre provides an initial notification to Member States in the event of death or serious injury of uniformed United Nations personnel serving in field operations led by the Department of Peacekeeping Operations. That is followed by a formal and more detailed notification by the Office of Military Affairs or the Police Division. The Situation Centre ensures the prompt notification of casualties of uniformed personnel upon receipt of a confirmed report from a field operation. The Department of Peacekeeping Operations and the Department of Field Support are currently reviewing the casualty notification process, with a view to improving, among other things, the timeliness of notification. The Department of Peacekeeping Operations Office of Military Affairs follows the standard operating procedures on notifications of casualties published by the Situation Centre. In practice, the Office informs by phone or informal e-mail, in 24 hours, the concerned Permanent Mission of any casualty involving a military peacekeeper as a backup to the formal notification of casualties issued by the Centre. In case of fatality, the Office of Military Affairs processes the condolence letter signed by the Secretary-General.	44
6.	**The Special Committee notes with concern that some deployed troop formations continue to be stretched to cover geographical areas that exceed their capacities. Such practices not only threaten the safety and security of those troops, but also adversely affect their performance, discipline, command and control and capacity to implement the mandate. In this regard, the Special Committee requests the Department of Peacekeeping Operations to present, before its next session, an update on the assessment of the causes of such deviations and, where appropriate, proposals regarding ways to remedy the situation and to ensure that the United Nations peacekeeping personnel are deployed in accordance with the agreed concepts of operation and deployment arrangements. Any significant adjustments in or changes to the original concept of operations, rules of engagement or force requirements should be made in close consultation with, and with the consent of, the troop-contributing countries.** An informal briefing was delivered prior to the 2011/12 substantive session of the Special Committee on the same subject. Stretched deployments may be dictated by Mandate constraints and changing environment. Missions are regularly assessed in particular through the conduct of technical assessment missions and military	45

		Paragraph in A/66/19
	capability studies. Informal briefings on findings are given to concerned troop- and police-contributing countries. All necessary actions are taken to mitigate the risks identified through the appropriate reconfigurations, generation of force multipliers and enablers and employment of quick reaction forces.	
	An informal briefing will be provided prior to the substantive session of the Special Committee.	46
7.	**The Special Committee takes note of and requests further developments of the joint standard operating procedures and other relevant policies to enhance the mechanisms in the Secretariat and the field to manage crisis situations in a well-coordinated and effective manner. The Special Committee recommends that, whenever possible, planned crisis response exercises be conducted in the missions and at Headquarters. The Special Committee requests the Secretariat to provide an update on these efforts for its consideration during the 2013 regular session.** The Department of Peacekeeping Operations and the Department of Field Support are actively engaged in a number of streams of work aimed at enhancing crisis response and management at Headquarters and in field operations. Relevant activities include the review of crisis-related policies and guidance, contingency planning, crisis preparedness training, business continuity planning, staff and victim support and the establishment of a common United Nations operations and crisis centre. The Centre will draw from existing capacities in the Executive Office of the Secretary-General, the Department of Peacekeeping Operations, the Department of Field Support, the Department of Safety and Security, the Department of Political Affairs, the Department of Public Information, the Department of Management, the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Human Rights and the United Nations Development Programme (UNDP). An informal briefing will be provided prior to the substantive session of the Special Committee. The United Nations Operations and Crisis Centre (UNOCC), as the central United Nations body in terms of crisis management, was activated in November 2012. The Situation Centre and other United Nations entities will get involved in its concept of operations. The Office of Military Affairs will provide the necessary technical support to the new standard operating procedures soon to be published by the Situation Centre. An informal briefing will be provided prior to the substantive session of the Special Committee.	48
8.	**The Special Committee underlines the importance it places on the safety and security of peacekeepers in the field. The Special Committee emphasizes the responsibility of both the United Nations and the Member States to ensure that medical personnel assigned in mission areas are qualified to provide immediate and proper medical attention to peacekeepers.** The basic academic and professional requirements, including period of experience for all categories of contingent medical staff, have been incorporated in the Medical Support Manual that is being revised under the ongoing Military Medical Pilot Project. The revision of the Manual is at its final stages and will be distributed to Member States by February 2013. Revisions were done under the auspices of Headquarters medical staff from the Medical Support Section of the Department of Field Support and the Medical Services Division of the Department of Management as	49

	Paragraph in A/66/19
well as the Technical Advisory Group (TAG) from the main hospital-contributing nations and other supporting Member States.	
IV. Conduct and discipline	
9. ... The Special Committee requests that continued efforts be taken to enforce the rules and regulations governing misconduct in order to preserve the image, credibility, impartiality and integrity of the United Nations and, in this regard, looks forward to a more comprehensive analysis of raw data in the annual report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse. The annual report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse for 2011 (A/66/699) was issued in February 2012 and the next report will be issued in February 2013.	51
10. The Special Committee takes note of the Secretariat's ongoing efforts to enhance the integration of conduct and discipline as a global effort, as reflected in the Secretary-General's report (A/66/699). The Special Committee requests an update on progress in the development of the Integrated Conduct and Discipline Framework, before the next substantive session in 2013. An informal briefing will be held prior to the substantive session of the Security Council and an update on progress will also be provided in the next report of the Secretary-General on overview of the financing of the United Nations peacekeeping operations.	55
11. The Special Committee requests that the United Nations continue to ensure that prompt actions are taken to restore the image and credibility of any United Nations peacekeeping mission or troop- or police-contributing country or United Nations peacekeeping personnel when allegations of misconduct are ultimately unproven. Ensuring that all allegations of misconduct are thoroughly and expeditiously investigated is considered the most effective means to avoid damage to the credibility and image of the United Nations, its peacekeeping missions and Member States. Timely investigation and exchanges of information with Member States also allow the Secretariat to provide statistical information reported in an aggregate manner, without explicit reference to individuals, nationalities or case-specific information. This information is provided through regular updates of the Conduct and Discipline Unit website (http://cdu.unlb.org).	56
12. The Special Committee, bearing in mind the responsibility of troop-contributing countries for investigating allegations of misconduct involving members of military contingents, as provided for by the revised model memorandum of understanding, reiterates its call upon Member States to provide the Secretariat in a timely manner with the required information on disciplinary actions taken at the national level with respect to substantiated cases of misconduct by military and police personnel and improve responsiveness in this regard. The Special Committee requests the Secretary-General to include, in his annual report, a numerical summary of requests for information and responses.	58

	Paragraph in A/66/19
Between 1 January and 31 October 2012, 138 requests were sent to Member States for action to be taken related to allegations on all forms of misconduct, with 59 responses received. More detailed information on requests and responses, as specifically related to allegations of sexual exploitation and abuse, will be presented in the next Secretary-General's report on special measures for protection from sexual exploitation and sexual abuse, to be issued in February 2013, covering the full calendar year of 2012.	
13. The Special Committee takes note of the efforts being undertaken by the Secretariat to standardize a notification process to Member States, for serious allegations of misconduct involving uniformed personnel deployed as experts on mission. The Special Committee requests that clear and detailed guidance for field missions be finalized expeditiously so as to ensure that this process of notification is implemented effectively and efficiently, and also requests that the Secretariat report on this matter at its next substantive session. On 30 August 2011, all peacekeeping missions were formally requested to immediately report to the Department of Peacekeeping Operations and the Department of Field Support all serious allegations of misconduct, identified as those matters that would be classified as Category 1 by the Office of Internal Oversight Services, to enable notification of Member States by means of a note verbale sent to the Permanent Mission of the Member State whose national is alleged to be involved. Compliance with this request continues to be emphasized in regular communications with Conduct and Discipline Teams, whereas this guidance has also been included in the Advisory on Conduct and Discipline in Field Missions. The Office of Military Affairs provides support to the Conduct and Discipline Unit in monitoring compliance with boards of inquiry recommendations and troop-contributing country compliance. The Office works with the Conduct and Discipline Unit and the Police Division on the new software that will replace the Police and Military Staff Travel and Rotation System (PM-STARS) and have direct access to the Unit's database.	59
14. ... The Special Committee requests the Secretary-General to report to the Committee, before its 2013 substantive session, on steps taken to enhance the Misconduct Tracking System with such information and on procedures to prevent such individuals from future United Nations service or employment, in any capacity. An informal briefing will be provided prior to the substantive session of the Special Committee as well as an update included in the Secretary-General's next report on special measures for protection from sexual exploitation and sexual abuse.	60
An informal briefing will be provided prior to the substantive session of the Special Committee.	62
15. The Special Committee reaffirms the importance of continued and strengthened efforts to implement the policy of zero tolerance of sexual exploitation and abuse in United Nations peacekeeping operations. Stressing the importance of eliminating all forms of misconduct, the Special Committee remains concerned about new cases of misconduct reported, including sexual exploitation and abuse, and about the number of outstanding allegations still awaiting investigation, and encourages continued efforts to address this backlog. The Special Committee	64

	Paragraph in A/66/19
urges the Secretariat to continue monitoring this effort and reiterates that all parties responsible to implement the policy of zero tolerance of sexual exploitation and abuse must be held accountable. The Special Committee requests that the measures for protection from sexual exploitation and abuse be made available before the end of 2012. An informal briefing will be provided prior to the substantive session of the Special Committee with information in the next report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.	
16. The Special Committee recalls the adoption by the General Assembly of resolution 62/214 containing the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel. In this regard, the Special Committee welcomes the progress made thus far, calls for the continued implementation of the Strategy, and looks forward to the completion of the framework being developed by the Secretariat to outline available support and actors at the mission and country levels, as an adaptable template for assistance to victims of sexual exploitation and abuse. The Special Committee recognizes that the completion of work on the framework and related administrative steps to establish in-country networks of protection and support are key to creating a United Nations system-wide implementation of the Strategy. The Special Committee continues to encourage the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse to strengthen its leadership in respect of the Comprehensive Strategy. The Special Committee requests an update on progress in implementation of the Comprehensive Strategy before its 2013 substantive session. Efforts to have formalized victim assistance mechanisms, including reporting mechanisms and referral pathways, are being pursued through the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse. Specifically, a pilot project to establish joint community-based complaint mechanisms on sexual exploitation and abuse is being developed, starting with Haiti, the Democratic Republic of the Congo and Ethiopia, and will be replicated in countries with peacekeeping and humanitarian presence. In addition, a mapping of services (in accordance with the framework) to support and assist complainants and victims has been received by the Conduct and Discipline Unit for 12 missions in 2012 and will be updated and shared periodically through the Unit's website and the Inter-Agency Standing Committee Task Force. An informal briefing will be provided prior to the substantive session of the Special Committee.	65
V. Strengthening operational capacity	
General An informal briefing will be provided prior to the substantive session of the Special Committee.	71

	Paragraph in A/66/19
17. The Special Committee stresses the importance of the operational readiness of peacekeepers to effectively implement mandates and continues to emphasize the role of troop-contributing countries in force generation, adequate preparation and predeployment training. The Special Committee encourages further cooperation between the Secretariat and troop-contributing countries on measures to improve operational readiness. The Office of Military Affairs is currently developing guidance (Policy, Guidelines and standard operating procedure) on operational readiness assurance in consultation with Member States. This effort will be further carried out with the Office of the Under-Secretary-General and the Police Division, which has recently implemented guidance on the same issue after extensive consultation with Member States, in a holistic approach to the interlinked issues of standards, operational readiness assurance and performance/evaluation for effective implementation of mandated tasks. An informal briefing on this issue can be presented to the Special Committee.	72
18. The Special Committee takes note of the work of the Secretariat in developing the pilot project for the design and testing of a methodology for capability standards development for infantry battalions, staff officers and military medical support, with the aim of enhancing the capability of peacekeeping missions. The Special Committee looks forward to the operationalization of these capability standards, encourages the Secretariat to continue this work in close cooperation with Member States, in particular troop- and police-contributing countries, to test the standards, and requests an update on development progress before the next substantive session of the Committee. The Special Committee looks forward to an update on the pilot outcomes, including lessons learned, and requests that the Secretariat periodically update Member States on progress. The United Nations Infantry Battalion Manual (UNIBAM) was promulgated in August 2012 and has since been disseminated to the Member States and other stakeholders through United Nations websites. All new deployments and the current deployed units shall adapt to the guidance provided in the Manual. Operational advisory support has been provided to several Member States for the predeployment training and preparations. Outreach and socialization were carried out with the peacekeeping training fraternity, the Military and Police Advisers' Community, the Global Peace Operations Initiative World Conference and within Cruz del Sur, a field exercise. The French translation of UNIBAM is in progress and will be ready by January 2013. Field testing of the Manual will commence with effect from February 2013 (covering different missions and regions) through 2014 for the first review. The next phase for the medical standards testing should commence in January/February 2013. This is the period during which the revised guidelines and the newly introduced policies will be tested for compliance, effectiveness as well as impact on the health status of peacekeeping operations in the field. The work that has been put into the project has been quite elaborate, while the project itself has been very challenging, considering the limited human, material and financial resources available. If not for the financial support of some Member States, which allowed for travel of participants to the workshops and visits to field missions, it would not have succeeded. An informal briefing will be provided prior to the substantive session of the Special Committee.	73

	Paragraph in A/66/19
19. The Special Committee notes the continuing development of Joint Operations Centres and Joint Mission Analysis Centres, recognizing the critical role these provide to overall mission success and effectiveness, in particular through enhancing mission situational awareness through integrated operational reporting, support to crisis management and analysis of threats to mission mandates. The Special Committee notes that some field missions continue to experience challenges to the effective operation of Joint Operations Centres and Joint Mission Analysis Centres. In this regard, the Special Committee continues to emphasize the importance of recruiting appropriately qualified personnel and delivering training to the staff of the Centres to ensure maximum effect and to encourage continuity at post. The Special Committee also reaffirms the need for all mission components to ensure that information is shared with Joint Operations Centres and Joint Mission Analysis Centres in a timely fashion, and that the Centres make their product available to mission senior leadership with minimal delay. The Special Committee requests an update on Joint Operations Centres and Joint Mission Analysis Centres before its 2013 session. The Peacekeeping Situation Centre has been supporting the Office of Human Resources Management and missions in recruiting appropriately qualified personnel to established posts in Joint Operations Centres and Joint Mission Analysis Centres. Rosters have now been established for Chiefs of Joint Operations Centres and Chiefs of Joint Mission Analysis Centres. The Situation Centre has continued to work with the Nordic Defence Cooperation to develop and deliver annual training courses for Joint Operations Centre staff and Joint Mission Analysis Centre staff. The Situation Centre will provide further details during an informal briefing prior to the substantive session of the Special Committee.	75
Military capacities An informal briefing will be provided prior to the substantive session of the Special Committee.	80
20. The Special Committee notes the gap lists produced by the Secretariat aimed at identifying and communicating critical requirements in the missions and looks forward to the implementation of the recommendations from the impact assessment, on improving the effectiveness of the gap lists and their utility for the Secretariat and Member States. In this context, the Special Committee notes the importance of regular updates by the Secretariat, through a periodic gap report, on the impact of existing gaps on mandates. On the basis of the recommendations of the gap assessment, and in the context of the capability-driven approach effort prescribed by the New Horizon initiative, the Department of Peacekeeping Operations, in collaboration with the Department of Field Support, is working to link it more clearly to a systemic response and improve the force generation process. More specifically, the Department of Peacekeeping Operations is working towards the development of an online, searchable database — a gap map. The objective of the gap map is twofold: (a) to more efficiently and effectively communicate military and police gaps in United Nations peacekeeping; and (b) to make information instantly and easily accessible to Member States, including in their capitals.	81

	Paragraph in A/66/19
An informal briefing will be provided prior to the substantive session of the Special Committee.	82
21. To facilitate effective force generation and the timely deployment of peacekeeping units, the Special Committee encourages the Secretariat to continue to recognize the multiplicity of equipment and consult with troop-contributing countries and police-contributing countries to address potential issues relating to contingent-owned equipment during negotiations on memorandums of understanding. This is done on a regular basis.	86
United Nations police capacities	
22. The Special Committee notes with appreciation the report of the Secretary-General on United Nations police (A/66/615), outlining the function of the Police Division and the challenges faced by the police components in the United Nations peacekeeping missions. Based on that report, the Special Committee requests a comprehensive briefing, before the end of 2012, outlining the future role of the United Nations police within United Nations field missions, including the priorities and structure required to support this role. The Special Committee stresses further the importance of addressing remaining capacity gaps, including staffing and recruitment, in the Police Division in a timely manner, in order to ensure efficiency and transparency in the work of the Division. Future operational priorities are to continue delivering on mandated tasks of providing operational support to host-State police services and building capacities through training, mentoring and collocation, promoting transparent oversight and accountable management systems among host-State police services. Complex mandates require skilled personnel, stronger donor support and a targeted approach to capacity-building, which in turn entails the deployment of police specialists (individuals and teams) and civilian experts and strong partnerships with United Nations and non-United Nations partners. The Police Division will continue to strengthen its capacities in the area of policy, planning, specialized expertise and partnerships, in accordance with the 2008 Review of the Police Division. In a phased approach, the General Assembly initially endorsed 20 posts, which have started to demonstrate a positive impact. That includes enhanced procedures and quality of personnel resulting from the creation of a dedicated section for selection and recruitment (para. 88), as well as greater capacity in planning, some thematic policing areas (translational criminology) and auditing, but major gaps remain in the areas of training, gender and communications. An informal briefing will be provided prior to the substantive session of the Special Committee.	87
23. The Special Committee recognizes the need for, and the challenges faced in, recruiting qualified personnel for police components of United Nations peacekeeping operations. The Special Committee encourages the Secretariat to continue to improve procedures and guidance, in close consultation with police-contributing countries, for timely, effective and transparent evaluation and recruitment of candidates. The Special Committee is of the view that the police should be matched with positions that make the best use of their specific areas of	88

	Paragraph in A/66/19
expertise, and recognizes Member States' continued efforts to nominate qualified personnel. The Special Committee requests a briefing, before the end of 2012, on the recruitment process, the criteria for selection and the timelines thereof and further efforts aimed at improving the existing capabilities. The establishment of a dedicated selection and recruitment process has brought significant benefits by streamlining procedures, expanding interaction with Member States, and conducting more targeted recruitment. In consultation with Member States and field missions, the Police Division developed a standard operating procedure on selection and recruitment procedures for police personnel at Headquarters and in field missions and guidance on assessment, selection and recruitment of individual police officers and formed units. These standard operating procedures play an important part in honing the selection process, harmonizing standards for assessment and enforcing standards through vetting and pre-screening. This will increase timeliness, address skills gaps and the recruitment of senior police personnel, and assure geographic, linguistic and gender balances. Other efforts include outreach and communication with Member States through meetings and conferences of police-contributing States; harmonization of job descriptions; clear, timely and regular alerts to Member States; the creation of a human resources database; and the publication of a resource kit for Member States. The Police Division is placing more emphasis on predeployment and induction training for both individual officers and formed units. An informal briefing will be provided prior to the substantive session of the Special Committee.	
24. The Special Committee takes note of the steps taken since its previous session to expand the Standing Police Capacity in order to respond quickly to the needs of missions in the field. The Special Committee requests the Secretariat to provide more regular briefings throughout 2012 regarding the developments and challenges of the Standing Police Capacity, and the relationship with the Justice and Corrections Standing Capacity. In 2012, the Standing Police Capacity responded to requests for support from missions lead by the Department of Peacekeeping Operations and the Department of Political Affairs as well as from other United Nations entities such as UNDP. The Standing Police Capacity also reviewed, revised, updated and developed its guidelines, protocols and standard operating procedures to bring them in line with the Capacity's evolving functions. Since July 2010, the Standing Police Capacity has been expanded from 27 to 40 posts. Thirty-two staff members are reporting for duty at the moment, covering 15 areas of expertise. The process of filling the vacant posts is still ongoing. The Standing Police Capacity increasingly aims at recruiting staff members with broad and diverse backgrounds capable of handling multiple tasks. An informal briefing will be provided prior to the substantive session of the Special Committee.	89
25. The Special Committee notes with concern the findings of the recent evaluations of formed police units, referred to in paragraph 62 of the report of the Secretary-General on United Nations police (A/66/615). In this regard, the Special Committee underlines the importance of the early finalization of the revision by the Secretariat of the guidelines on predeployment assessment of formed police units. The Special Committee emphasizes the importance of transparency in the nomination/selection/repatriation system of the formed police units, and notes the necessity of aligning the tasks assigned to formed police units with mission-	90

	Paragraph in A/66/19
mandated tasks. The Special Committee requests the Secretariat to provide, before its next substantive session, a briefing on the implementation of the revised policy on formed police units in United Nations peacekeeping operations in all relevant fields, including in-mission assessment, identifying adequate resource provisions, and practical steps taken to enhance the efficacy of formed police units on the ground. Formed police units provide a unique capability to United Nations police components in peacekeeping operations. The self-sustainability of units and serviceability of equipment and vehicles is a precondition for the overall readiness and effectiveness of the unit. Despite a range of measures taken by the Police Division, some underperformance of formed police units persists and ranges from an overall lack of capability owing to insufficient or inadequate equipment and/or training, to command and control deficiencies and police-contributing countries' caveats on the engagement of their units. The Police Division has implemented a mechanism by which the United Nations Police/Formed Police Unit (FPU) Coordination Offices report on a monthly basis the operational status of the units, including contingent-owned equipment operational capabilities and operational readiness. In accordance with the Formed Police Unit Policy (2010), formed police units have to successfully complete an assessment of their operational capabilities by a United Nations formed police assessment team prior to deployment, followed by in-mission retesting. In consultation with Member States, new standard operating procedures to assess the operational capability of formed police units have been finalized and will be implemented as a matter of priority. That will contribute to increased efficiency and effectiveness in the selection and deployment of formed police units, not least by assisting Member States with their pre-selection procedures. The Unit's Train-the-Trainer Course Curriculum has been updated and the Police Division has conducted two regional courses in partnership with the Governments of India and Botswana. Predeployment training is complemented by in-mission training, tailored to the particular day-to-day activities of the mission. An informal briefing will be provided prior to the substantive session of the Special Committee.	
26. The Special Committee recognizes the growing need to build institutional police capacity in post-conflict environments and notes the ongoing work undertaken by Member States, the International Criminal Police Organization (INTERPOL) and the Secretariat. In this regard, the Committee emphasizes that the process should be carried out in consultation with and driven by Member States. The Special Committee requests a briefing on the subject by the end of 2012. Most mission mandates assign United Nations police components the task of developing the capacity of host-State police services in basic and specialized areas of policing, and providing expert advice to support the development of host-State institutions. The United Nations police undertakes capacity-building in collaboration with a host of partners. For example, in partnership with the United Nations Office on Drugs and Crime, the Department of Political Affairs and the International Criminal Police Organization (INTERPOL), the Department of Peacekeeping Operations has continued the implementation of the West Africa Coast Initiative (WACI) to reduce drug trafficking and organized crime in the subregion. The Initiative contributes directly to the capacity-building of police and other law enforcement, cross-border collaboration	91

	Paragraph in A/66/19
and criminal justice reforms at the national and subregional level. An informal briefing will be provided prior to the substantive session of the Special Committee.	
27. The Special Committee recognizes that Member States often function on different policing models, making efforts to ensure a unified policing approach a particular challenge in United Nations field operations. In this regard, the Special Committee encourages continued efforts by the Department of Peacekeeping Operations to further streamline processes and procedures, including predeployment training. Together with the Integrated Training Service (ITS) and in close consultation with Member States, the Police Division developed the standardized predeployment training for individual police officers in 2009. The training was subsequently rolled out to — and with the assistance of — Member States and peacekeeping training centres worldwide. The Police Division will continue its effort with all Member States to ensure that police officers due to serve in a United Nations mission undergo predeployment training prior to being deployed. A standardized predeployment curriculum for formed police units was also finalized and rolled out through train-the-trainer courses in 2011 and 2012 (see para. 90). An informal briefing will be provided prior to the substantive session of the Special Committee.	92
28. The Special Committee recognizes the importance of the ongoing development of a strategic guidance framework. The Special Committee reiterates the necessity of engaging all Member States in this process in an open and consultative manner and, in this regard, looks forward to an inclusive discussion on the findings of the upcoming consultations. The Police Division has emphasized consultations with Member States in the development of a strategic guidance framework for police in peacekeeping, and regional consultative meetings with Member States were held in Indonesia (for States members of the Asia-Pacific region) in June 2012, and in Argentina (for States members of the Latin America region) in September 2012. The main objective of hosting those meetings was to solicit initial input, concerns and feedback prior to the development of any associated policy documents. In accordance with the strategic guidance framework project document and consultations with the Special Committee on Peacekeeping Operations, the Police Division will continue preparations for the regional consultative meetings, covering States members from Africa, the Middle East, Europe, North America and Central Asia, and tentatively scheduled for the first half of 2013. The results will then be presented to the Special Committee and reflected in an overarching policy on United Nations police in peacekeeping operations. An informal briefing will be provided prior to the substantive session of the Special Committee.	93
29. The Special Committee reiterates its welcome for the increased participation of female police officers in United Nations peacekeeping operations, improving the missions' ability to respond, inter alia, to sexual and gender-based violence. The Special Committee welcomes the development of the United Nations police standardized training curriculum on investigating and preventing sexual and gender-based violence. The Special Committee requests the Secretariat to set the curriculum into practice and provide a briefing on the status of this issue before the next substantive session of the Committee.	94

	Paragraph in A/66/19
The Standardized Best Practices Toolkit on Gender and International Police Peacekeeping and a course on gender mainstreaming for United Nations police have been finalized, incorporating feedback from inter-agency consultations and a pilot training in 2011, with over 60 United Nations police officers and representatives from host-State police and police-contributing countries. In August 2011, the International Female Police Peacekeeper Award and the United Nations International Network of Female Police Peacekeepers were launched together with the then Deputy Secretary-General, Asha Rose-Migiro, in partnership with the International Association of Women Police in support of the Global Effort to increase the proportion of female police peacekeepers to 20 per cent by 2014. As of 31 October, 10 per cent of United Nations police officers were female. The sexual and gender-based violence curriculum of the United Nations police has been rolled out. To date, 146 police officers from 80 countries have been trained and certified on the curriculum from seven training courses conducted in 2011 and 2012. Furthermore, 25 Member States have run their own sexual and gender-based violence training courses using the United Nations curriculum to create a pool of 6,064 investigators in the area of sexual and gender-based violence. An informal briefing will be provided prior to the substantive session of the Special Committee.	
30. The Special Committee takes note of the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2010 to 30 June 2011 (A/64/697), and the subsequent approval for the position of Criminal Information Analysis Officer in the Police Division, as approved by the General Assembly in its resolution 64/271. The Special Committee requests an updated briefing from the Secretariat on this subject before the start of its next substantive session.	96
The recruitment of the Criminal Information Analysis Officer has been completed and the incumbent is expected to report for duty in the immediate future. While the recruitment process was ongoing, the Police Division addressed the need for these skills on an ad hoc basis. An informal briefing will be provided prior to the substantive session of the Special Committee.	
VI. Strategies for complex peacekeeping operations	
General	
An informal briefing will be provided prior to the substantive session of the Special Committee.	106
Peacebuilding issues and the Peacebuilding Commission	
31. ... The Special Committee notes the Department of Peacekeeping Operations/ Department of Field Support paper on the role of peacekeepers in early peacebuilding. The Special Committee looks forward to the further development and updating of the strategy, in close consultation with all Member States, particularly troop-contributing countries and police-contributing countries, the Peacebuilding Commission, field missions and all other relevant actors in the United Nations.	111

	Paragraph in A/66/19
The strategy has been translated into French and shared with missions. It has informed recent mission planning exercises in the United Nations Mission in South Sudan (UNMISS) and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO).	
An informal briefing will be provided prior to the substantive session of the Special Committee.	113
32. ... The Special Committee encourages the United Nations system to work with national Governments, regional and subregional organizations to broaden and deepen the pool of civilian expertise for peacebuilding in the immediate aftermath of conflict, including from countries with relevant experience in post-conflict peacebuilding or democratic transition, giving particular attention to mobilizing capacities from developing countries and from women. Work is under way through the civilian capacities initiative to broaden and deepen the available pool of civilian expertise, including through CAPMATCH, a new online platform to better match the supply and demand of specialized civilian capacities. CAPMATCH identifies skills not available through regular recruitment processes. The civilian capacities team is working with Member States with relevant experience of peacebuilding or transition to support them in identifying their capacities, including through regional consultations held in 2012 in Indonesia, South Africa and Morocco. Over half of all Member States already registered on CAPMATCH are from the Global South.	116
An informal briefing will be provided prior to the substantive session of the Special Committee.	117
33. The Special Committee recalls the presidential statement of 12 February 2010 (S/PRST/2010/2) and notes the efforts of the Security Council to improve its practices in order to ensure successful transitions from peacekeeping operations to other configurations of a United Nations presence. The Special Committee welcomes the initiatives taken by the Secretariat to capture lessons learned on the transition from peacekeeping operations, and encourages the incorporation of best practices from ongoing transition efforts. In this regard, the Special Committee looks forward to further clarification on how those lessons can be applied in the future, noting the possible role that the United Nations agencies, funds and programmes may play, while keeping an emphasis on active host-nation ownership and engagement. The Department of Peacekeeping Operations and the Department of Field Support led the development of a United Nations-wide policy on transitions in the context of mission drawdown and withdrawal aimed at improving the planning and management of United Nations transitions. The policy was informed by extensive lessons and good practices from past and ongoing transitions such as in Sierra Leone, Timor-Leste, Burundi and Liberia. It outlines key principles that should apply across all transitions, taking account of the particular circumstances of a country, namely, national ownership and national capacity development, flexible and integrated planning and communication, and clarifies roles and responsibilities of the various United Nations actors both at Headquarters and in the field. Individual United Nations partners are complementing	120

	Paragraph in A/66/19
this effort through the development of entity-specific guidance and generation of lessons in their mandated areas. Meanwhile, the Department of Peacekeeping Operations and the Department of Field Support have continued to provide operational support to missions undergoing transitions processes. That included supporting the United Nations Mission in Liberia (UNMIL) in the organization of a workshop on the security drawdown planning and documenting the planning and management of the drawdown, as well as the United Nations Integrated Mission in Timor-Leste (UNMIT) in its transfer of those functions which would be needed beyond the anticipated end of its mandate to State institutions, bilateral and multilateral partners, the United Nations country team or other entities, and handover of UNMIT activities to national and international partners. The lessons drawn from those processes will inform future revisions of the policy on United Nations Transitions. An informal briefing will be provided prior to the substantive session of the Special Committee.	
An informal briefing will be provided prior to the substantive session of the Special Committee.	122
An informal briefing will be provided prior to the substantive session of the Special Committee.	123
Disarmament, demobilization and reintegration	
34. Emphasizing the need for balanced implementation of all components of DDR, the importance of enhanced coordination and integration among United Nations entities, and stressing the mutually reinforcing nature of security sector reform and DDR processes, the Special Committee requests that a comprehensive assessment be carried out in this regard, to be reported to the Committee at its next substantive session. This report should incorporate perspectives from the field and Headquarters on United Nations efforts to support national processes, with a view to strengthening the coordination, synergies and integrated approach to DDR programmes. The Disarmament, Demobilization and Reintegration (DDR) Section began preparing for this assessment in September 2013 in the context of analysing newly emerging challenges which demand a wider scope of assistance to national entities to address armed civilian uprisings, armed groups involved in transnational trafficking and terrorism and cross-border/regional dynamics. The Section will be completing its assessment of more coordinated and comprehensive approaches to the increasingly complex composition and dynamics of armed groups in May 2013, and will be prepared to report on those findings in July 2013.	127
35. The Special Committee recognizes the need for managing weapons collected from ex-combatants while implementing DDR programmes. The Special Committee, in this regard, urges the Secretariat to build upon the best practices and innovative approaches from the field and urges peacekeeping operations to provide support to post-conflict countries, when applicable.	129

	Paragraph in A/66/19
The DDR and United Nations Mine Action Service (UNMAS) sections have spearheaded collaborative operational programmes in Côte d'Ivoire, including not only more professional management of ex-combatants' weapons, but also incorporating training of national personnel and construction of facilities for safe storage and cataloguing of national weapons stocks. This approach is also being pursued in Libya.	
36. The Special Committee notes the importance of the reintegration of ex-combatants and the linkages between the DDR processes and peace processes and, in this regard, requests that the further development of strategies continues to be undertaken in close consultations with Member States, the Peacebuilding Commission and other relevant actors. The report of the Secretary-General on disarmament, demobilization and reintegration (A/65/741) focused on reintegration, while the DDR Section, in collaboration with UNDP, is updating and redrafting the reintegration module of the Integrated Disarmament, Demobilization and Reintegration Standards. Based on the findings of that report, DDR operations have leveraged opportunities in more recently established missions to develop strategies that look to mainstream ex-combatants into the real economy of countries, in collaboration with the World Bank and the private sector, while maintaining a focus on ex-combatants' (re)-inclusion into community structures with the assistance of peacebuilding funds.	132
Security sector reform An informal briefing will be provided prior to the substantive session of the Special Committee.	139
An informal briefing will be provided prior to the substantive session of the Special Committee.	143
Rule of law An informal briefing will be provided prior to the substantive session of the Special Committee.	150
37. ... The Special Committee takes note of the update on the Justice and Corrections Standing Capacity provided by the Office of the Rule of Law and Security Institutions, as was requested in the previous report of the Committee (A/65/19). In this regard, the Special Committee further requests that future updates continue to report on the extent to which the Justice and Corrections Standing Capacity has been able to meet demand for capacity in the rule-of-law sector. The Special Committee takes note of the recommendations contained in the above-mentioned update regarding capacity constraints in the Justice and Corrections Standing Capacity. The Special Committee requests an assessment and review of the work and impact of the Criminal Law and Judicial Advisory Service of the Office of Rule of Law and Security Institutions, and of the work and impact of the Justice and Corrections Standing Capacity, to be completed by January 2013. In this regard, the Special Committee reaffirms the relevant provisions of General Assembly resolutions 61/279, 63/250 and 65/247.	151

	Paragraph in A/66/19
A non-paper on the review and impact of the Criminal Law and Judicial Advisory Service (CLJAS) and the Justice and Corrections Standing Capacity (JCSC) is under preparation for submission to the Special Committee by the end of January 2013. An informal briefing will be provided prior to the substantive session of the Committee.	
An informal briefing will be provided prior to the substantive session of the Special Committee.	152
38. The Special Committee notes the importance of the ongoing development of guidance material for operational rule-of-law issues, and requests the Secretariat to brief Member States whenever development of such material is initiated and to provide regular information on progress. An update on justice and corrections guidance material will be provided in the non-paper under preparation on the review and impact of CLJAS and JCSC (as requested in paragraph 151) and/or at an informal briefing provided by CLJAS prior to the substantive session of the Special Committee.	153
An informal briefing on Global Focal Point arrangements will be provided as part of the Justice and Corrections/Rule of Law informal briefing prior to the substantive session of the Special Committee.	154
39. The Special Committee encourages the Department of Peacekeeping Operations to continue to enhance the capacity of its judicial affairs and corrections personnel so as to maximize the impact of their efforts in support of national rule-of-law institutions. In this regard, the Special Committee welcomes the ongoing development and piloting of the United Nations unified Rule of Law Training and the delivery of the Rule of Law Training for Judicial Affairs Officers, the predeployment training course for seconded corrections officers, and other specialized training courses for judicial affairs and corrections officers deployed to peacekeeping operations. The Special Committee, in this regard, further requests the Department of Peacekeeping Operations to report to the Special Committee on the status of the judicial and corrections capacities in the field. An update on justice and corrections training courses and on the status of judicial and corrections capacities in the field will be provided in the non-paper under preparation on the review and impact of CLJAS and JCSC (as requested in paragraph 151) and/or at an informal briefing provided by CLJAS prior to the substantive session of the Special Committee.	155
40. The Special Committee takes note with appreciation of the development of the United Nations Rule of Law Indicators instrument and the completion of pilot phases. The Special Committee encourages the Secretariat to implement them in peacekeeping operations as planned. The Special Committee requests periodic updates on the use of the indicators and an assessment of how they have supported national justice strategies to strengthen the rule of law and assisted rule-of-law planning and assistance in peacekeeping contexts.	158

	Paragraph in A/66/19
An update on the implementation of United Nations Rule of Law Indicators will be provided in the non-paper under preparation on the review and impact of CLJAS and JCSC (as requested in paragraph 151) and/or at an informal briefing provided by CLJAS prior to the substantive session of the Special Committee.	
41. The Special Committee takes note of the need to provide support to correction services in a timely and effective manner, and of the challenges faced in supporting prisons in post-conflict countries. The Special Committee takes note of the work of the Department of Peacekeeping Operations in developing a concept to support national authorities in establishing temporary prison facilities in the immediate aftermath of conflict or in response to natural disasters, when required, and requests the Secretariat to provide information on the elaboration of the concept prior to its next session. The Special Committee calls for Member States to be consulted throughout the development of this concept.	159
This initiative has not been pursued by field missions owing to unexpectedly high costs associated with the projects. Other more cost-efficient alternatives are being explored with other potential partners.	
Gender and peacekeeping	
42. ... The Special Committee continues to urge Member States and the Department of Peacekeeping Operations and the Department of Field Support to take all measures to increase the participation of women in all aspects and at all levels of peacekeeping operations by promoting gender equality and empowerment of women in peacekeeping operations. The Special Committee reiterates its call upon Member States to continue to nominate more women, including for the highest positions, and calls upon the Secretariat to appoint more women to leadership positions.	164
For civilian positions filled from the rosters — up to and including D-1 level plus some D-2s — the Department of Field Support is addressing the concerns of the Special Committee through the launch of the "Bridging the Gender Gap in Peace Operations", an initial 12-month initiative aimed at identifying challenges faced in attracting, retaining and supporting career development of women in field operations. The objective is to implement some action-oriented solutions that will begin to remedy the stagnant gender imbalance. The Police Division's Global Effort was launched in August 2009 and endorsed by the Secretary-General and aims at increasing the share of female officers in United Nations police components to 20 per cent by 2014. The Police Division is continuously engaging with Member States to reach this goal. An informal briefing will be provided prior to the substantive session of the Special Committee. Improving the gender balance among the senior leadership of field missions remains a shared organizational objective and one of the Secretary-General's key priorities in his second term. The Senior Leadership Appointments Section in the Department of Field Support will continue to support efforts to increase the number of women serving in leadership positions across field missions. Sustaining the positive momentum achieved over the past five years — which witnessed a growth from 2 per cent female serving heads of mission and deputy heads of mission in 2007, to 12 per cent in 2009 and 17 per cent in 2011 — has proved challenging. The Section continues to strengthen communication and outreach to Member States, civil society,	

	Paragraph in A/66/19
regional organizations and individual women with a view to expanding the pool of potentially qualified female candidates, and strives to ensure that shortlists forwarded for the Secretary-General's consideration include female candidates.	
An informal briefing will be provided prior to the substantive session of the Special Committee.	166
An informal briefing will be provided prior to the substantive session of the Special Committee.	167
An informal briefing will be provided prior to the substantive session of the Special Committee.	168
An informal briefing will be provided prior to the substantive session of the Special Committee.	169
43. ...The Special Committee reiterates its request to the Secretary-General to continue the systematic inclusion in the Secretary-General's written reports on situations of which the Security Council is seized, observations and recommendations with regard to the issue of sexual violence and the protection of women and girls. In this regard, the Special Committee takes note with appreciation of the completion of the guidance on the establishment of the monitoring, analysis and reporting arrangements on conflict-related sexual violence, including rape, in situations relevant to the implementation of Security Council resolution 1888 (2009), as appropriate. The Special Committee calls on the Department of Peacekeeping Operations and all relevant field missions to effectively support the swift operationalization of these arrangements, in close cooperation with all relevant United Nations actors, including the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Special Representative of the Secretary-General for Children and Armed Conflict and United Nations Action against Sexual Violence in Conflict. The Special Committee further emphasizes that approaches to data collection and reporting should adhere to safe and ethical practices and maintain the dignity of the victims at all times, as called for in the statement by the President of the Security Council dated 23 February 2012 (S/PRST/2012/3). Monitoring, analysis and reporting on conflict-related sexual violence is currently carried out in a select number of peacekeeping missions through strengthening established monitoring and data collection mechanisms in close collaboration with civil society, the United Nations country team, and the Offices of the Special Representative of the Secretary-General on Sexual Violence in Conflict and the Special Representative of the Secretary-General for Children and Armed Conflict. An informal briefing will be provided prior to the substantive session of the Special Committee.	170
44. ...The Special Committee recognizes that the women's protection advisers are important in the operationalization of the monitoring, analysis and reporting arrangements and calls for their early identification and deployment, as also	171

	Paragraph in A/66/19
called for by the Security Council in its resolutions 1888 (2009), 1889 (2009) and 1960 (2010), in all relevant field missions. The Special Committee requests an update on the deployment and work of women's protection advisers in all relevant field missions by October 2012. Women's Protection Advisers positions have been included in the regular budget for 2011-2012 in one out of three missions earmarked for implementation, resulting in the recruitment and deployment of four staff members. Discussions are under way regarding the need to ensure the inclusion of such positions in the regular budget of 2013-2014 for two other missions.	
45. ... The Special Committee welcomes the update of the training programmes for military, police and civilian peacekeeping personnel, which now include operational guidance on protecting women and girls from sexual violence, and urges the Department of Peacekeeping Operations to ensure the effective use of the operational guidance on the prevention of, protection from and response to sexual violence in conflict. The Special Committee requests information on the implementation and impact of the operational guidance in the field. Over the reporting period, the United Nations Police Standardized Training Curriculum on Prevention and Investigation of Sexual and Gender-based Violence (SGBV) in post-conflict environment was delivered in Uruguay to police-contributing countries with a total of 20 police officers and in Entebbe, Uganda, to United Nations police officers from nine peace missions and host-State police trainers from eight host States, involving a total of 44 police officers. The scenario-based training on conflict-related sexual violence was delivered to troop-contributing countries' peacekeeping training centres in Argentina, India and Nepal involving 205 trainees, in collaboration with UN-Women on behalf of United Nations Action against Sexual Violence in Conflict. Operational guidance to address conflict-related sexual violence continues to be incorporated throughout guidance and trainings developed for peacekeeping mission personnel. An informal briefing will be provided prior to the substantive session of the Special Committee.	172
46. The Special Committee welcomes the initiative to develop and pilot preventive mechanisms on sexual violence, with a view to its use in all relevant field missions, as appropriate, and looks forward to a presentation of the initiative to the Committee for its consideration. Early warning indicators regarding conflict-related sexual violence have been incorporated into protection tools and arrangements by one mission, and are being identified by another two missions.	173
An informal briefing will be provided prior to the substantive session of the Special Committee.	174
An informal briefing will be provided prior to the substantive session of the Special Committee.	175

	Paragraph in A/66/19
Children and peacekeeping	
47. ... The Special Committee reiterates the need to ensure continued collaboration among the Department of Peacekeeping Operations, including through its designated focal point for child protection, the Special Representative of the Secretary-General for Children and Armed Conflict, the Special Representative of the Secretary-General on Violence against Children and the Special Representative of the Secretary-General on Sexual Violence in Conflict, and relevant United Nations agencies, funds and programmes, particularly the United Nations Children's Fund (UNICEF), to ensure coherent and effective child protection by the United Nations system. The Department of Peacekeeping Operations child protection focal point continues to facilitate coordination with the Office of the Special Representative of the Secretary-General for Children and Armed Conflict and to collaborate with that office on various issues, including on reporting on child protection issues, development of training tools and relevant policies. The Department of Peacekeeping Operations should explore opportunities to develop coordination and information-sharing mechanisms with the Special Representative of the Secretary-General on Violence against Children, as appropriate. An informal briefing will be provided prior to the substantive session of the Special Committee.	176
48. The Special Committee welcomes the efforts of the Department of Peacekeeping Operations in mainstreaming child protection into peacekeeping missions and welcomes the finalization of the implementation plan for the policy directive on mainstreaming the protection, rights and well-being of children affected by armed conflict and requests a briefing during the coming year on the results on the ground of the implementation plan of the Department of Peacekeeping Operations. The Special Committee requests the Department to provide written information on the impact, best practices, lessons learned and challenges in the implementation of the policy, to contribute to its review before the next substantive session of the Committee in 2013. The Department of Peacekeeping Operations is currently compiling a report on the impact, best practices, lessons learned and challenges in the implementation of the child protection policy based on mission inputs. An informal briefing will be provided prior to the substantive session of the Special Committee.	177
49. ... The Special Committee welcomes the development of standardized training modules on child protection for all categories of peacekeeping personnel and requests the Department of Peacekeeping Operations to make them available, and encourages troop- and police-contributing countries, as well as all regional and national peacekeeping training centres, to make full use of them, as appropriate. Since the last session of the Committee, the Department of Peacekeeping Operations completed an extensive training needs assessment on child protection with peacekeeping training centres and personnel from peacekeeping missions in February 2012. The Department subsequently hosted a global experts consultation in March 2012 on the theme "Child protection training for peacekeepers", with Member States from troop-contributing countries, peacekeeping training centres and child protection	178

	Paragraph in A/66/19
experts. Based on the findings of the consultations, the Department developed core predeployment training materials for peacekeepers, on which consultations will be held with Member States; the materials will be piloted in the first quarter of 2013 and distributed to Member States. Specialized training modules for the military are currently being developed and these will be validated in the first quarter of 2013. The Department of Peacekeeping Operations also plans to develop specialized training modules on child protection for the police and to implement capacity-building initiatives to support child protection training activities in close collaboration with troop-contributing countries.	
50. ... The Special Committee requests the Department of Peacekeeping Operations and field missions to continue to provide all necessary support to the Special Representative of the Secretary-General for Children and Armed Conflict and the Special Representative of the Secretary-General on Sexual Violence in Conflict and closely collaborate with them on the monitoring and reporting mechanisms as key components of overall child protection efforts. The Special Committee recognizes the important role of relevant United Nations bodies and civil society actors in this regard. The Special Committee invites the Special Representative of the Secretary-General for Children and Armed Conflict to brief the Committee prior to its next substantive session and requests the Department of Peacekeeping Operations to invite the Special Representative to provide briefings at mission-specific meetings organized by the Department of Peacekeeping Operations with troop- and police-contributing countries, as appropriate. The Department of Peacekeeping Operations continues to support the work of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, including through periodic reports prepared by field missions and to take part in coordination efforts led by the Special Representative on monitoring and reporting and development of action plans in accordance with Security Council resolutions 1539 (2004), 1612 (2005), 1882 (2009) and 1998 (2011).	179
HIV and other health-related issues and peacekeeping	
51. The Special Committee reiterates the request contained in paragraph 163 of its previous report, namely, that the Department of Peacekeeping Operations and the Department of Field Support continue to provide an annual detailed briefing to the Special Committee on the progress made in dealing with health-related issues in peacekeeping operations and, in this regard, looks forward to receiving, in advance of its next substantive session, information on the causes and rates of cardiovascular diseases, HIV/AIDS and other infectious diseases, injuries and fatalities in the field, as well as on the status of the implementation of the system for the standardized and streamlined reporting of medical data, across United Nations peacekeeping missions, which are to include, inter alia, repatriation and mortality data. The Medical Support Section of the Department of Field Support, the Medical Support Division of the Department of Management and the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations hold regularly scheduled briefings for the Special Committee to present and discuss the above-stated issues. The Department of Peacekeeping Operations will brief the Committee on	182

	Paragraph in A/66/19
HIV/AIDS and peacekeeping operations, AIDS-related evacuation, repatriation and mortality and implementation of Security Council resolution 1983 (2011). The Department of Peacekeeping Operations-Department of Field Support Policy on HIV testing for deployment has been revised for the Medical Support Manual in conjunction with the Logistics Support Division of the Department of Field Support and the Medical Support Division of the Department of Management. UNAIDS developed the monitoring and evaluation capacity of Department of Peacekeeping Operations HIV field units, and the Department of Peacekeeping Operations and UNAIDS collaborated on the development of case studies on HIV in conflict-related sexual violence, DDR and Security Sector Reform processes, working towards the Libreville Summit on AIDS and Security, and the report of the Secretary-General to the Security Council on the implementation of and progress on, in 2013, Council resolution 1983 (2011). The Department of Peacekeeping Operations will be joined by UNAIDS for the Special Committee briefing.	
52. The Special Committee recognizes the ongoing efforts of the Department of Peacekeeping Operations and the Department of Field Support to consolidate, standardize and streamline medical data, including through the use of its electronic medical records and occupational health management system, EarthMed. The Special Committee is encouraged by the increasing implementation of EarthMed, and looks forward to full implementation across all peacekeeping operations by authorized medical staff. The Medical Support Division continued to implement EarthMed in peacekeeping operations and is planning on completing all implementations by the first quarter of 2014.	183
53. The Special Committee takes note of the efforts of the Department of Peacekeeping Operations and the Department of Field Support to develop guidelines and policies on occupational health, as one possible means of reducing illness and injuries, and enhancing the safety and well-being of peacekeeping personnel in the field. The Special Committee reiterates its request for information regarding progress in this regard, including results of the implementation of occupational health guidelines in the field and any resultant decrease in illness and injury. Guidelines on occupational health are being updated in the ongoing review of the Medical Support Manual. The revised guidelines will clearly indicate the medical conditions by which prospective peacekeepers are to be precluded from participating in peacekeeping operations. Though the medical guidelines in the Manual are quite elaborate, yet they are considered to be the minimum standard that must be met by peacekeepers. On approval of the revised guidelines, peacekeepers will be required to deploy in theatre of operation with certified copies of certificates of medical fitness to participate in peacekeeping operations. The fourth phase of the Military Medical Pilot project, under which the Manual is being revised, is aimed at standard testing and will include monitoring and documenting improvements.	184

	Paragraph in A/66/19
Quick-impact projects	
54. The Special Committee calls for the full implementation of section XVIII of General Assembly resolution 61/276, and stresses that quick-impact projects are an integral part of both mission planning and the development and implementation of comprehensive strategies to meet the challenges facing complex peacekeeping operations. The Department of Peacekeeping Operations/Department of Field Support Policy Directive for Quick-Impact Projects enshrines the principles set out in section XVIII of General Assembly resolution 61/276. The 2009 Quick-Impact Guidelines provide practical guidance on how to implement the programme abiding by such principles.	186
55. The Special Committee reiterates its recommendation that selection procedures for quick-impact projects be made flexible and be addressed, at the field level, under the control of the Special Representative of the Secretary-General. It emphasizes the need for these projects to be planned and managed in the most effective manner possible. The Department of Peacekeeping Operations/Department of Field Support Policy Directive for Quick-Impact Projects clearly places the overall authority to manage the quick-impact projects programme on the Special Representative of the Secretary-General, who is responsible for ensuring that appropriate, effective and efficient mechanisms for management of quick-impact projects and for project selection and monitoring are established within the mission. A comprehensive lessons learned was conducted in 2011, making available detailed analysis and recommendations on efficient and effective management of quick-impact projects.	189
56. ... The Special Committee also welcomes efforts being made by the Secretariat to provide training to mission personnel involved in the management of quick-impact projects and strongly encourages their continuation. The revised Department of Peacekeeping Operations/Department of Field Support Policy Directive for Quick-Impact Projects is scheduled for approval and promulgation during the fourth quarter of 2012. The Department of Peacekeeping Operations will seek resources to develop an e-learning course on quick-impact projects to maximize learning and minimize costs. The online Civil Affairs Network continues to provide a real-time venue where staff involved in quick-impact projects can exchange ideas and good practices around the implementation of such projects.	190
Other mandated tasks, including the protection of civilians	
57. ... The Special Committee takes note with appreciation of the progress on the resources and capability matrix for implementation of protection-of-civilians mandates in United Nations peacekeeping operations as a reference tool for identifying the resources and capabilities required for implementation of tasks relating to the protection of civilians, where mandated. The Special Committee underlines the need for continued consideration of the matrix by all relevant actors, including Member States, troop- and police-contributing countries and field missions, based on developments in the field and lessons learned, as it undergoes further development.	193

	Paragraph in A/66/19
The matrix was sent to the eight peacekeeping operations with protection-of-civilians mandates in May 2012. Missions have begun to use it to assess what resources and capabilities they require to take forward certain tasks related to protection of civilians. Mission experience in using the matrix will be utilized in adjusting or adding to it as required.	
An informal briefing will be provided prior to the substantive session of the Special Committee.	194
58. The Special Committee takes note of the Framework for the Drafting of Comprehensive Protection of Civilians Strategies in United Nations Peacekeeping Operations as a practical tool for the development of mission-wide protection strategies. The Special Committee takes note with appreciation of the dissemination of the Framework to peacekeeping missions and encourages peacekeeping missions to continue referring to the Framework, where appropriate, to develop and update comprehensive mission-wide protection strategies. The Special Committee requests the Secretariat to continue consulting with Member States, including troop- and police-contributing countries, field personnel and all relevant actors on the Framework in order to continue to improve it, based on developments in the field and lessons learned, with due consideration of the full range of views of Member States. The Special Committee requests the Secretariat to provide an update on the progress made in this regard. Missions continue to utilize the Framework to guide them in the development of their comprehensive protection-of-civilians strategies. In a meeting with protection-of-civilians focal points from the missions held in Entebbe from 29 to 31 May 2012, those utilizing the Framework indicated that it was a useful tool, and that further experience in applying it would help to identify where it might be refined. As of now, missions feel that it is a tool well suited for its purpose. An informal briefing will be provided prior to the substantive session of the Special Committee.	196
59. ... The Special Committee encourages the Secretariat to pursue efforts in close consultation and with the participation of the missions to address their needs for further operational guidance on the protection of civilians and requests an update in this regard before its next session. The Office of Military Affairs intends to hold a workshop in 2013 with members of the military components of the eight peacekeeping operations with protection-of-civilians mandates and members of major troop-contributing countries to discuss the draft guidance document on how the military component of missions can contribute to the protection of civilians. An informal briefing will be provided prior to the substantive session of the Special Committee.	198
60. ... The Special Committee requests an update prior to its next substantive session on how these training materials are being implemented as part of predeployment and in-mission training, including an assessment of whether any further training needs or gaps should be addressed.	201

	Paragraph in A/66/19
The operational-level protection of civilians training materials have been disseminated through regional train-the-trainer courses in the Americas (Argentina, 2011) and Asia (Bangladesh, 2012). Special training support was provided in 2012 to UNMISS and the United Nations Operation in Côte d'Ivoire (UNOCI) on request based on the modules. The roll-out will continue to training centres in Africa and Europe, and to field missions. To complement the "generic" modules a new predeployment, tactical-level, mission-specific training package is being developed for audiences composed of civilian, police and military personnel. The tactical-level materials include scenario-based exercises on MONUSCO, the African Union-United Nations Hybrid Operation in Darfur (UNAMID), UNMISS and UNOCI and are expected to be finalized by July 2013. An informal briefing will be provided prior to the substantive session of the Special Committee.	
An informal briefing will be provided prior to the substantive session of the Special Committee.	202
61. The Special Committee stresses the importance of the mission's having the capacity to interact closely with the host Government, local authorities and the local population in order to raise awareness and understanding of its protection-of-civilians mandate and activities. To this end, the Special Committee requests peacekeeping operations with such mandates to continue engaging, through relevant mission components and in close coordination with national authorities, in public information and outreach strategies, in line with Security Council resolution 1894 (2009). In this regard, the Special Committee also notes General Assembly resolution 66/81 B. The Special Committee welcomes practices such as the fielding of joint protection teams, host-country community liaison assistants and civil affairs officers, which improve local-level analysis and assist with expectation management among the local community regarding the role and limitations of the peacekeeping mission. The Secretariat is currently researching good practice for peacekeeping personnel deployed at the local community level to enhance the capacity to understand and respond to local perceptions at the community level.	203
An informal briefing will be provided prior to the substantive session of the Special Committee.	204
VII. Triangular cooperation between the Security Council, the Secretariat and the troop- and police-contributing countries	
62. ... The Special Committee calls upon the Secretariat to ensure that mechanisms are in place to enable timely responses to operational questions raised by Member States in that forum. The Special Committee also calls upon the Secretariat to disseminate notification of these briefings to members of the Committee in a timely manner. The purpose of the weekly Situation Centre briefing is to enhance Member States' awareness of the situation in United Nations peacekeeping missions. If the Situation Centre is aware of a particular issue of interest to Member States, arrangements are made for a member of the relevant integrated operational team to be present at the	218

	Paragraph in A/66/19
briefing. When operational questions are raised at the weekly briefing and a member of the relevant integrated operational team is not present, arrangements are made for the question to be relayed to the team, and a response provided directly to the Member State. The weekly briefing is primarily a situational awareness briefing, while the primary forums for the discussion of operational issues are meetings of troop- and police-contributing countries. The Situation Centre disseminates notification of weekly briefings to members of the United Nations Military and Police Advisers' Community and other members of the Special Committee on Peacekeeping Operations upon request and the provision of contact information.	
An informal briefing will be provided prior to the substantive session of the Special Committee.	219
63. The Special Committee believes that predeployment visits for military contributions and assessment visits for formed police units are an important step in the process of force generation. To make better use of the current practice, the Special Committee continues to recommend that the Policy Directive and Standard Operating Procedures of the Department of Peacekeeping Operations for such visits be improved and measures taken to ensure that they are adequately performed.	220
The Standard Operating Procedure on Pre-deployment Visits will be updated in 2013.	
VIII. Enhancement of African peacekeeping capacities	
64. ... The Special Committee recognizes the potential contribution of the African Standby Force to peace and security in Africa, and, in this regard, encourages support to the African Union efforts in fully operationalizing the Force by 2015.	230
The Department of Peacekeeping Operations and the Department of Field Support, in collaboration with the United Nations Office to the African Union (UNOAU), continue to provide operational and planning support and long-term capacity-building support to the African Union Commission for its peace support operations under the Framework for the Ten-Year Capacity-Building Programme for the African Union and in accordance with the Commission's strategic plans. That includes support to the planning and management of ongoing and potential future operations such as the African Union Mission in Somalia (AMISOM), the African Union-led Regional Cooperation Initiative against the Lord's Resistance Army and the African-led International Support Mission in Mali (AFISMA). It also includes the provision of technical advice and support in the development of the policies, guidelines, doctrine and training for the African Standby Force, including evaluation exercise AMANI AFRICA II and the Police and Civilian Focused Exercise.	
65. The Special Committee emphasizes that the lessons learned through past United Nations-African Union collaboration on peacekeeping must be noted for future cooperation, based on the recommendations contained in section V.B of the report of the Secretary-General on United Nations-African Union cooperation in peace and security (S/2011/805).	232

	Paragraph in A/66/19
The African Union is a vital strategic partner to United Nations peacekeeping and Department of Peacekeeping Operations/Department of Field Support continue to enhance United Nations-African Union strategic and operational cooperation, building upon lessons learned from practical cooperation. Cognizant of the need to harmonize strategy and policy, the African Union and the United Nations conducted a joint technical assessment mission for AMISOM in December 2011, which resulted in the development of the AMISOM Strategic Concept. That contributed to presenting harmonized recommendations to the Security Council on the strategic objectives and options for the future of AMISOM operations and United Nations support. The United Nations Support Office for AMISOM (UNSOA) and AMISOM organized a workshop on the delivery of logistical support to AMISOM in April 2012 with a view to reviewing lessons learned, adopting best practices and translating those into policies and guidelines. The workshop demonstrated how effective and appropriate support modalities by the United Nations could translate into enhanced capacity and effectiveness of the African Union mission on the ground. Furthermore, mindful that effective partnerships in peacekeeping require the capacity to conduct consultation at every level and conduct joint planning, the Tripartite Coordination Mechanism on UNAMID and the Consultative Forum on the Sudan and South Sudan have proven useful, while the Support and Follow-up Group on the Situation in Mali has brought together the international community under the chairmanship of the African Union, the Economic Community of West African States (ECOWAS) and the United Nations.	
IX. Developing stronger United Nations field support arrangements	
66. ... The Special Committee urges the Secretariat to continue to work in close consultation with Member States, in particular troop- and police-contributing countries, in further developing predefined modules and service packages, with a view to improving the quality and expediting the delivery of services to field missions. The Special Committee notes that the phase 1A module became available as planned in June 2011. The Special Committee requests the Secretariat to take into consideration the results achieved so far in the deployment of individual service packages in current missions in the development of subsequent service packages, and to provide updates on this process in the informal briefings.	237
The 200-person phase 1A plan design and five-year modularization implementation plan were completed in 2011. The Secretariat remains committed to working in close consultation with Member States, in particular troop- and police-contributing countries, on future development of predefined modules and service packages. An update on modularization efforts was provided to the Special Committee during an informal briefing on 27 November 2012.	
67. The Special Committee notes that a control self-assessment exercise, supported by the Office of Internal Oversight Services, is part of the risk management framework of the global field support strategy. The Special Committee requests the Secretariat to include in one of its briefings information on the action plan to address identified risks.	241
The Secretariat is developing a risk management framework to guide implementation towards the global field support strategy end-state by supporting risk-based decision-making. In the initial phase, project objectives and an implementation	

	Paragraph in A/66/19
plan have been established, which will form the basis of the risk management framework. The Secretariat is now in the process of identifying activities, timelines and ownership of each project deliverable and will continue its efforts in terms of risk analysis, monitoring and mitigation during the coming year. An update on current and projected risk management activities will be provided as part of an informal briefing to the Special Committee.	
68. The Special Committee underlines the importance of the informal briefings and, in order to enable meaningful discussions with all Member States, in particular troop- and police-contributing countries, requests the Secretariat to continue to provide informal quarterly briefings on the strategy in all its operational aspects. With regard to the global field support strategy, the Special Committee notes that briefings are an important part of the consultative process but do not constitute an approval process. Informal quarterly briefings to the Special Committee were put on hold during the period when the Committee was negotiating its annual report. The last briefing was provided to the Special Committee on 31 January 2012, prior to the start of the Special Committee's substantive session. Quarterly briefings have resumed following the adoption of the Special Committee's report on 11 September 2012, with a briefing on the global field support strategy in all its operational aspects on 27 November 2012.	242
The informal briefing on 27 November 2012 updated the Special Committee on the issue.	243
The informal briefing on 27 November 2012 updated the Special Committee on this issue.	244
69. The Special Committee reaffirms the importance of providing high-quality field service to Member States, in particular troop- and police-contributing countries, and requests the Secretariat to continue to improve its responsive service culture. The global field support strategy is a comprehensive organizational change initiative aimed at improving service delivery to the field, including to troop- and police-contributing countries. The Secretariat's informal briefing on 27 November 2012 updated the Special Committee on developments with respect to service culture.	245
X. Best practices and training	
70. ... The Special Committee continues to urge the Secretariat to facilitate capacity-building efforts using enhanced training material and through the application of "train-the-trainer" packages. This includes the predeployment visits to allow those conducting peacekeeping operations to focus on mission-specific requirements and to tailor the training and validation packages accordingly prior to deployment. The Integrated Training Service (ITS) has been supporting the Office of Military Affairs in its efforts to provide operational and training guidance to Member States. ITS participated in an operational advisory visit led by the Office in 2012 to provide operational and training guidance to the new Indonesian Infantry Battalion to be	246

	Paragraph in A/66/19
deployed in UNAMID. ITS provided a training orientation by designing a thorough predeployment training package, including activities for training of trainers, as well as command post and field exercises.	
71. ...The Special Committee notes with satisfaction the continued development of the website of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations, entitled "Peacekeeping Resource Hub: Policy, Lessons Learned and Training for the Peacekeeping Community". The Special Committee stresses the need for this website to enhance global peacekeeping capacity by providing the peacekeeping community with timely access to relevant training standards, materials and tools, as well as relevant guidance documents, and for these documents to be translated into the official languages of the United Nations, as necessary. The Special Committee notes with regret that this website continues to be available only in one official language and requests the Secretariat to provide a briefing before the end of 2012 on the steps taken to make the website available in the official languages of the United Nations. The Department of Peacekeeping Operations and the Department of Field Support have continued efforts to translate frequently used guidance, lessons learned and training documents into French, which have been made available on the Peacekeeping Resource Hub. Moreover, it should be noted that to improve access to the peacekeeping community, options are being explored to migrate information from the Peacekeeping Resource Hub to the newer and more flexible platforms. Enabling availability of those platforms in the official languages of the United Nations will be problematic owing to both technical and resource implications. An informal briefing will be provided prior to the substantive session of the Special Committee.	247
72. ... The Special Committee encourages the Department of Peacekeeping Operations to consider in its assessment the peacekeeping training conducted by all these actors and to keep Member States engaged in the progression of the assessment. This assessment will provide an important opportunity to ensure that there is coherence and a common view of the roles and responsibilities of the various actors engaged in providing training to peacekeepers. The Special Committee looks forward, at its next substantive session, to an update on the outcomes of the training needs assessment. The 2012 Global Training Needs Assessment addresses a broad spectrum of training aimed at peacekeeping staff, including training provided by Member States' peacekeeping training institutes, non-governmental organizations, United Nations system organizations, and Secretariat departments and offices. The Integrated Training Service has consulted those institutions widely, and briefed the Military and Police Advisers' Community at Headquarters. In addition, electronic surveys of members of the International Association of Peacekeeping Training Centres and of Member States' institutions have been conducted. An update will be provided in the informal briefing by the Service prior to the substantive session of the Special Committee.	249

	Paragraph in A/66/19
73. ... The Special Committee requests the Department of Peacekeeping Operations to provide an update, as soon as practicable before its next substantive session, on the allocation of resources to peacekeeping training to include future budgetary allocations and the implementation of the partnership strategy, in order to determine how Member States can best support this strategy. The Department of Peacekeeping Operations and the Department of Field Support have sought to improve the management of funds dedicated to training in both the support account and peacekeeping mission budgets by improving collection and analysis of information on training activities for Department of Peacekeeping Operations and Department of Field Support staff, as well as for peacekeeping staff in the field. Allocation of resources from the support account for training of staff of both departments reflects departmental priorities with special emphasis on Integrated Training Service support to Member States. Discussions continue with the United Nations System Staff College and the United Nations Institute for Training and Research (UNITAR), along with pilot activities for delivering training for peacekeeping personnel via face-to-face and e-learning courses. Discussions also continue with the Peace Operations Training Institute and other organizations regarding cooperation on specific courses. A proposal for joint mobile teams involving trainers from Member States to deliver training in protection of civilians, to be supported by voluntary funding, has reached an advanced stage. The Integrated Training Service continues to develop and disseminate training standards and to encourage their use by training organizations. It also continues to partner with training institutions in the delivery of training through train-the-trainer courses, training recognition, mobile training support teams and the provision of advice or assistance. Given the relative responsibilities of Member States and the Secretariat regarding peacekeeping training and the number and diversity of institutions engaged in training activities for peacekeepers, an effective partnership strategy would benefit from careful reflection on the part of Member States and the Secretariat on current models for organizing and delivering training. Conclusions and recommendations emerging from the global peacekeeping training needs assessment may present an opportunity for a discussion of the current peacekeeping training architecture and its relationship to performance and mandate implementation. As planned, costs for delivery of the Senior Mission Administration and Resource Training Programme (SMART) are now covered from field mission budgets. Creation of a cost centre for training in the Integrated Training Service has not proven possible, however, complicating funding arrangements for SMART and preventing more centralized control over training expenditures.	250
74. ... The Special Committee requests an update on the status of such materials for each peacekeeping operation for the full range of potential peacekeepers and on any projects that are being developed or implemented by the Department regarding these materials. The Special Committee requests that this update also indicate whether these materials are available in the six United Nations official languages, as has been repeatedly requested in past resolutions of the General Assembly and in reports of the Committee. The Special Committee further requests that any contravention be accounted for and a specific timetable for translation be provided to Member States.	251

	Paragraph in A/66/19
The specialized training materials that have been translated into the six United Nations official languages include: the core predeployment training materials for all personnel, the specialized training materials for United Nations police officers and the specialized training materials on protection of civilians. In some cases, however, distribution has been delayed pending further revisions that are required owing to the technical or specialized nature of the topics covered. In addition, the specialized training materials for military experts on mission, United Nations staff officers, infantry battalions and formed police units are being translated into all United Nations official languages. All versions are expected to be available by July 2013. In October 2012, the Integrated Training Service finalized and disseminated training materials for United Nations infantry battalions to address predeployment audiences comprised of battalion commanders and staff. These materials are mission-specific and targeted to missions with a command post exercise, including MONUSCO, UNAMID and UNMISS. In the same period, predeployment training materials for Military Staff Officers at Force Headquarters were finalized and disseminated as well. In 2012, the Integrated Training Service has also been developing Civil-Military Cooperation (CIMIC) predeployment training materials for military CIMIC officers at Force and Sector levels. The CIMIC materials contain scenario-based exercises and are expected to be finalized by July 2013 and subsequently translated into all official languages. An informal briefing will be provided prior to the substantive session of the Special Committee.	
75. The Special Committee requests the Department of Peacekeeping Operations to ensure the provision of adequate and updated gender-sensitivity training material to national and regional peacekeeping training centres. The Office of Military Affairs and the Policy, Evaluation and Training Division are developing gender training modules for the military on the basis of the "DPKO/DFS Guidelines: Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations". The Department plans to pilot the modules in the field before finalization. The modules are intended to serve as both predeployment and in-mission training and would be made available to national and regional peacekeeping training centres.	253
76. ... The Special Committee welcomes the initiative to provide up-to-date material and to share best practices through the Peacekeeping Training Community of Practice website (http://pktcop.unlb.org). The Committee requests that the means of access to this site be reviewed and simplified by the end of 2012 and that policy papers, guidance and training documents, manuals and regulations be consolidated, updated and incorporated into a single, protected database where the information is easily accessible. The Special Committee also requests an annual update on the status of the project and the usage by the various peacekeeping training centres. The Peacekeeping Training Institutions Community of Practice has been created to serve as a collaborative tool between the Integrated Training Service and all peacekeeping training practitioners, including developers, instructors and training administrators from different centres. The platform offers an environment where various institutions share training best practices and advice. Institutions are provided with access once they designate a focal point and provide a list of trainers to the Integrated Training Service for whom user profiles are created. Efforts are also being	254

	Paragraph in A/66/19
made to enhance the search function of the site in order to maximize research and knowledge-sharing. An informal briefing will be provided prior to the substantive session of the Special Committee.	
As requested, an update will be provided prior to the substantive session in 2015.	256
77. The Special Committee notes the sustained increase of the police dimension in a number of missions, and further stresses the need to address shortfalls in the standing force requirement for police personnel in peacekeeping operations, particularly for police officers with specialist skill sets. With regard to the specialized expertise required in peacekeeping missions, the Special Committee requests the Department of Peacekeeping Operations to indicate measures to address the additional training needs.	257
In order to match the requirements of police specialized expertise, the Police Division has adjusted its recruitment policy and is reaching out to Member States with a view to better identifying officers with the required specialized skills. The Integrated Training Service has been actively involved with the Police Division in delivering specific training allowing the creation of the relevant expertise in key areas: (a) formed police units: with the active programmatic support of Canada and the United States of America, the Police Division and the Service delivered two six-week predeployment train-the-trainer courses in India and Botswana in 2011 and 2012. A total of 158 certified United Nations formed police unit trainers from 50 countries, including 12 female officers will now be involved in improving the ability of police-contributing countries to provide formed police units with increased interoperability and skills; and (b) sexual and gender-based violence: the United Nations police sexual and gender-based violence curriculum has been rolled out (see also para. 172). To date, 146 police officers from 80 countries have been trained and certified on that curriculum in seven training courses conducted in 2011 and 2012. Furthermore, 25 Member States have run their own sexual and gender-based violence training courses using the United Nations curriculum to create a pool of 6,064 investigators on sexual and gender-based violence. In addition, a course in mentoring and advising for Police and Correction Officers has been delivered in Haiti and the Democratic Republic of the Congo and will be extended to other missions. The Police Division has also designed a police planner course for the Police Division and the Standing Police Capacity with the aim of a further roll-out, pending review of the Integrated Mission Planning Process (IMPP) guidelines.	
XI. Personnel	
78. The Special Committee, recalling General Assembly resolutions 63/250 and 65/247, expresses concern at the continuing low proportion of women in the Secretariat, in particular the low proportion of women from developing countries especially at the senior levels, and stresses that, in the recruitment process, the continuing lack of representation or the underrepresentation of women from certain countries, in particular developing countries, should be taken into account, and that those women should be accorded equal opportunities, in full conformity with relevant resolutions.	265

	Paragraph in A/66/19
As a way forward to address the existing gender imbalance in field missions, the Field Personnel Division has recently secured funding from the Government of Norway to initiate a project to bridge the gender gap in peace operations. The project aims at making concrete, action-oriented recommendations on how to improve the recruitment, retention and succession of women in field operations. The working-level action group will include representatives from the field, including Field Service and national staff. A Senior Management Steering Group chaired by the Under-Secretaries-General of the Department of Peacekeeping Operations and the Department of Field Support will provide guidance, oversight and endorsement of the work of the action group and future roll-out of initiatives. The project will be launched in December 2012.	
79. The Special Committee requests the Secretary-General to take appropriate measures for the selection of the best qualified candidates for positions at senior and policymaking levels, with due consideration for geographical diversity, as a means to strengthen the peacekeeping partnership. In accordance with Article 101, paragraph 3, of the Charter of the United Nations, the core principle in the recruitment of senior staff is merit. In making a selection decision, the Secretary-General will also take into consideration other important elements to ensure that the selected candidate is a good fit within the senior leadership team in the mission and that the selection decision enhances the Organization's objectives in terms of geographical diversity and gender representation. Since 2007, the Department of Field Support and the Department of Peacekeeping Operations have developed a proactive and strategic approach to identifying and attracting the most suitably qualified individuals, with due regard to geographical diversity and gender representation. Attention is paid to identifying and monitoring leadership requirements in the field with a view to improving succession planning and to better articulating and anticipating the requirements of senior positions across missions. Post-specific terms of reference and post profiles are developed or updated, which serve as the criterion against which potential candidates are reviewed and provide an excellent basis for outreach to internal and external partners, including troop- and police-contributing countries, for qualified potential candidates. In addition, the use of interviews is now systematic for nearly all senior leadership positions. Building on the recommendations of the Joint Inspection Unit in its report entitled "Transparency in the selection and appointment of senior managers in the United Nations Secretariat" (A/66/380), mechanisms have also been developed to clarify the decision-making process on senior appointments and open the door more widely to qualified external candidates. These include the use of the Secretary-General's website, solicitations for nominations for specific positions and, in the near future, a generic call for candidates for certain senior-level field positions.	266
80. ... The Special Committee recalls General Assembly resolutions 63/250, 65/247 and 65/248, and reiterates its requests to the Secretary-General to swiftly implement the decisions on contractual arrangements and harmonization of conditions of service, as a means of dealing with the vacancy issue in peacekeeping operations.	267

	Paragraph in A/66/19
The human resources management reforms were designed to streamline contractual arrangements, enabling the Organization to systematically manage staff across programmes and duty stations and to respond more effectively to new and increasingly complex mandates. They offered field staff more security, promoted mobility and supported retention. Their implementation continues to have a positive impact, particularly in relation to vacancy rates and staff retention. The average vacancy rate for internationally recruited posts in field missions has fallen from a high of 33.8 per cent as at 31 January 2008 to 16.1 per cent as at 30 June 2012, with an improvement of 2 per cent compared to the previous year. The vacancy rate in missions that have been established for more than one year at 14.4 per cent is lower than the overall average, while start-up missions have a relatively higher rate of 24.7 per cent. The turnover rate[f] for internationally recruited staff members in field missions has continued to decrease and stands at 8.4 per cent as at 30 June 2012 from a high of 19.6 per cent in February 2009. More specifically, average turnover during the 12-month period ending in June 2012 decreased from 11.2 per cent in July 2011 to 8.4 per cent in June 2012.	
An informal briefing will be provided prior to the substantive session of the Special Committee.	268
81. In the context of human resources management and the ongoing reform in this area, the Special Committee recalls that the General Assembly, in paragraph 4 of section VIII of its resolution 63/250, requested the Secretary-General to submit proposals on a strategy to implement an efficient and effective training and professional development programme. The Special Committee reiterates its support for the exploration of this issue, with a view to enhancing the quality of staff as well as improving retention of valuable staff in the United Nations peacekeeping bodies. In this regard, the Department of Field Support is responsible for the roll-out of a comprehensive e-learning training and certification programme (DFS/eCornell HRM eLearning Programme) in human resources management. This programme, developed in conjunction with Cornell University, was launched in October 2010 and provides certification from an Ivy League learning institution to human resources staff serving at Headquarters and in missions. Approximately 75 per cent of human resources staff members in the field participate in the programme with a certification rate at over 26 per cent. The goal is to have at least 75 per cent of human resources management practitioners certified by the end of the programme in 2014. Another initiative is the SMART training, delivered by the Department of Peacekeeping Operations/ Department of Field Support Integrated Training Service with the help of mentors and speakers with extensive experience in mission management. The overall goal of the programme is to build a pool of future senior managers who would be able to manage support functions across organizational boundaries in an effective and efficient manner. The programme has been designed to strengthen participants' managerial and administrative support capacities in human resources, finance and budget, procurement, logistics and information technology.	270

[f] The average turnover rate measures the average outflow of staff from field missions for reasons other than retirement or inter-mission mobility.

	Paragraph in A/66/19
82. ... The Special Committee underscores the advantages of local recruitment in peacekeeping missions, and the positive impact of those recruited on the relations with the host society. In accordance with General Assembly resolution 66/264, the feasibility of nationalizing Field Service posts will be examined in the context of a planned review of the Field Service category of staff. In practical terms, this would mean identifying those functions that could be assigned to national staff; assessing the national capacities available and their readiness to implement those functions, including the training and mentoring needed; and, as appropriate, expanding the use of national contractors. The review will examine what can be learned from the use of national capacity by agencies, funds and programmes and how mission functions can be transferred to national counterparts as missions downsize. The Field Personnel Division of the Department of Field Support requested missions to explore the possibility of converting international to national posts in the context of the budget preparation for the 2013/2014 fiscal year, and in particular missions in transition, which have experienced a change in the authorized force levels and mandate, have put forward posts for nationalization.	272
An informal briefing will be provided prior to the substantive session of the Special Committee.	274
XII. Financial issues	
83. The Special Committee recalls paragraphs 4, 5 and 6 of section II of resolution 64/269, and urges for a speedy and appropriate follow-up on compensation claims submitted by troop- and police-contributing countries in cases of illness, disability or death, as a result of their participation in peacekeeping missions. The Special Committee also requests that the issue of payment of compensation for these cases be dealt with urgently and as a priority. As directed by the General Assembly, the Secretariat endeavours to settle all cases within the prescribed three-month period, except for cases where a longer period is required to determine the degree of permanent disability. In this regard, the Field Budget and Finance Division is pleased to inform Member States that death claims submitted with full documentation are routinely paid within two months.	277
84. The Special Committee expresses its concern at the delays experienced in housing peacekeeping personnel in appropriate accommodations that provide adequate protection against the elements in all missions, and requests the Secretariat to take the necessary measures to improve the situation pursuant to the Contingent-Owned Equipment Manual. The Department of Field Support continues to address the concerns expressed and notes that one of the greatest challenges is complying with the Contingent-Owned Equipment Manual expectation that troops be provided permanent, semi-rigid or rigid accommodations after six months of the troops' arrival. The six-month period presents various challenges, considering the immediate nature of peacekeeping, the continual redefinition of peacekeeping sites based on the Force Commander's needs, and the subsequent acquisition of selected sites/land and associated site preparation for the camps. The procurement of the required accommodations and movement of the	282

	Paragraph in A/66/19
accommodations to, in many cases, locations with limited access and infrastructure, presents material-related delays. The shortage of engineering-related labour for surge capacity purposes (i.e., the construction of new camps, etc.), also presents labour-related delays. Noting the aforementioned challenges, the Department of Field Support continues to work towards better-defined modularized services packages (materials) and the associated enabling capacity (labour) for a more effective and efficient execution of accommodations for the troops.	
XIII. Other matters	
An informal briefing will be provided prior to the substantive session of the Special Committee.	288